United Nations A/65/743

General Assembly

Distr.: General
21 April 2011

Original: English

Sixty-fifth session
Agenda item 143
Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Observations and recommendations on cross-cutting issues related to peacekeeping operations

Report of the Advisory Committee on Administrative and Budgetary Questions

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Abbreviations

AMISOM	African Union Mission in Somalia
BNUB	United Nations Office in Burundi
BONUCA	United Nations Peacebuilding Support Office in the Central African Republic
ICAO	International Civil Aviation Organization
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
ONUB	United Nations Operation in Burundi
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNAMSIL	United Nations Mission in Sierra Leone
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNOCI	United Nations Operation in Côte d'Ivoire
UNOMIG	United Nations Observer Mission in Georgia
UNOSOM	United Nations Operation in Somalia
UNSOA	United Nations Support Office for the African Union Mission in Somalia
UNTSO	United Nations Truce Supervision Organization
WFP	World Food Programme

I. Introduction

1. The present report contains the observations and recommendations of the Advisory Committee on Administrative and Budgetary Questions on cross-cutting issues relating to the financing of peacekeeping operations. In section II below, the Advisory Committee addresses matters arising from the reports of the Secretary-General on peacekeeping operations, including, where relevant, reference to recommendations or observations of the Board of Auditors. The report of the Advisory Committee on the report of the Board of Auditors on the accounts of the United Nations peacekeeping operations for the financial period ended 30 June 2010 is contained in document A/65/782.

2. The list of the documents related to peacekeeping that were considered by the Advisory Committee during its winter 2011 session is provided in annex I. The conclusions and recommendations of the Committee with regard to the reports of the Secretary-General on United Nations air operations (A/65/738), progress of training in peacekeeping (A/65/644 and Corr.1), special measures for protection from sexual exploitation and sexual abuse (A/65/742), progress in the implementation of the global field support strategy (A/65/643) and the proposed standardized funding model of the global field support strategy (A/65/696 and Corr.1) are contained in section III. The conclusions and recommendations of the Committee with respect to the report of the Secretary-General on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations (A/65/624 and Corr.1), which addressed the impact of the restructuring of the Department of Peacekeeping Operations and the establishment of the Department of Field Support, are reflected in its report on the support account for peacekeeping operations (A/65/827).

II. Reports of the Secretary-General on the financing of peacekeeping operations

A. General observations and recommendations

Status of peacekeeping

3. In his report on the overview of the financing of peacekeeping operations (A/65/715) the Secretary-General states that the past year has seen a shift in United Nations peacekeeping with one mission closing and liquidating (the United Nations Mission in the Central African Republic and Chad, MINURCAT), while others have "consolidated" (the United Nations Interim Force in Lebanon, UNIFIL) or are looking towards drawdown or transition (the United Nations Integrated Mission in Timor-Leste, UNMIT, the United Nations Mission in Liberia, UNMIL). The Secretary-General also states that current deployment figures for missions led by the Department of Peacekeeping Operations stand at 13 peacekeeping operations and one special political mission, comprising more than 124,000 military, police and civilian personnel. In addition, the Department of Field Support delivers support to the African Union Mission in Somalia (AMISOM) through the United Nations Support Office for the African Union Mission in Somalia (UNSOA), as well as to an additional 15 field missions and other presences led by the Department of Political Affairs.

4. The Secretary-General states that peacekeeping is now in a period of consolidation following the closure, reconfiguration and transition of a number of operations in the past year. The Secretary-General indicates, however, that peacekeeping continues to face significant challenges in a number of operations and that the operational environments of United Nations peacekeeping remain dynamic and volatile (A/65/715, paras. 4 and 5). The Secretary-General underscores the need for peacekeeping operations to have the necessary capabilities to undertake their mandated tasks and, in this regard, he highlights ongoing shortages of force enablers and force multipliers such as utility helicopters, armoured personnel carriers and field hospitals. Without such capabilities, the Secretary-General states, the effectiveness of peacekeeping operations, in particular their ability to deploy rapidly to protect civilians under imminent threat, is undermined (ibid., para. 8).

5. **The Advisory Committee shares the view that the operational environments of United Nations peacekeeping remain volatile, but it points out that consolidation should potentially lead to a further reduction in resource requirements. The Committee considers that the current more stable level of peacekeeping activity should allow for an intensified focus on how to implement mandates in a more effective and cost-efficient manner. The Committee expects that the results of these efforts will be reflected in the overall level of resources requested for peacekeeping operations in the forthcoming periods.**

6. In table 9 of his overview report, the Secretary-General outlines the total proposed resource requirements for the 2011/12 period for 13 missions, the United Nations Logistics Base at Brindisi and the support account for peacekeeping operations, amounting to some $7.6 billion, which represents a reduction of 3 per cent compared with the apportionment for 2010/11 of $7.8 billion. The Advisory Committee notes that the variance in resource requirements is primarily due to a combination of the closure of MINURCAT, for which $239.1 million had been appropriated for the current period, reductions in proposed resources for the United Nations Stabilization Mission in Haiti (MINUSTAH), the African Union-United Nations Hybrid Operation in Darfur (UNAMID) and the United Nations Mission in the Sudan (UNMIS), and a proposed increase of $129.6 million for support to AMISOM following the increase in maximum force strength from 8,000 to 12,000 troops. With regard to the current 2010/11 period, the Committee further points out that the Secretary-General had submitted requests for commitment authority for the United Nations Operation in Côte d'Ivoire (UNOCI) ($85.3 million) and UNSOA ($35.9 million).

7. With respect to civilian personnel, table 11 of the overview report indicates that the proposed budgets for 2011/12 include a total of 26,300 posts and temporary positions, a net decrease of 1,958 posts and positions in comparison with the total of 28,258 approved for the 2010/11 period. In addition to the closure of MINURCAT, which accounted for 1,566 posts, the variance is primarily attributable to the proposed abolition of 374 posts in the context of General Assembly resolution 65/248 with regard to the harmonization of the conditions of service in the field (see para. 37 below). As at 28 February 2011, a total of 98,863 military and police personnel were deployed in peacekeeping operations.

8. The report of the Secretary-General also highlights the partnership with the African Union, not only in relation to UNAMID but also with AMISOM through UNSOA. In addition, the United Nations Office to the African Union (UNOAU) was

established in Addis Ababa in 2010 (A/65/715, para. 7). The Secretary-General states, however, that the United Nations faces challenges in its support, noting that areas needing further development had been identified in his progress report on support to African Union peacekeeping operations by the United Nations (A/65/510-S/2010/514).

Transition to peacebuilding

9. With respect to the linkages between peacekeeping and peacebuilding, the Secretary-General highlights the fact that the majority of peacekeeping operations are multidimensional and have been mandated by the Security Council to perform a broad range of peacebuilding activities. The Secretary-General states that in such contexts the transition is not one from peacekeeping to peacebuilding, but from peacebuilding supported by United Nations peacekeeping to peacebuilding that can be sustained without its presence. In this regard, the Secretary-General indicates that the Department of Peacekeeping Operations has developed a strategy for early peacebuilding in order to provide guidance to peacekeepers on prioritizing, sequencing and planning critical early peacebuilding tasks in the areas of rule of law and security sectors and that consultations on the policy are ongoing (A/65/715, para. 14).

10. The Secretary-General also states that, increasingly, the challenges of rapid deployment must be matched by a focus on the challenges of consolidation, drawdown and handover. He indicates that lessons from Sierra Leone, Burundi and elsewhere show that successful transition depends on a number of factors related to national ownership and dialogue, as well as to the level of preparedness of development partners to support the national Government. The Secretary-General highlights the necessity for careful coordination in the planning and budgeting of the substantive and support components throughout the progressive reconfiguration efforts (A/65/715, para. 15).

11. **While welcoming the development of the above-mentioned strategy for early peacebuilding by the Department of Peacekeeping Operations, the Advisory Committee looks forward to the outcome of the ongoing consultations on the policy, which should be brought to the attention of the General Assembly. The Committee shares the view that there is a need for an increased focus on the drawdown and transition phases of peacekeeping operations, and has previously emphasized the importance of documenting lessons learned from missions that have undergone such a transition. The Committee also welcomes the emphasis placed by the Secretary-General on the need to address the organizational, budgetary and human resources management aspects of such transitions. In this regard, the Committee reiterates its recommendation that an analysis of the reprofiling of resources resulting from the transition from peacekeeping to peacebuilding should be provided (A/64/660, para. 10).**

12. The Advisory Committee was informed that the "Delivering as one" initiative was launched in Liberia in October 2010 at the request of the national Government. In the proposed budget for UNMIL, the Secretary-General states that this initiative would provide a backdrop for planning the eventual transfer of some of the civilian-related responsibilities of UNMIL to other United Nations entities through the current United Nations Development Assistance Framework (A/65/727, para. 35). While to date a number of mechanisms have been put in place to ensure effective

coordination between peacekeeping operations and the wider United Nations system, the Committee notes that this is the first time that the "Delivering as one" initiative has been applied in a country where an existing peacekeeping operation is deployed. The Committee notes that the lessons learned from the independent evaluation of the country programme pilots on "Delivering as one" are expected to be reported to the General Assembly at its sixty-sixth session. **Given that Liberia is the first country to implement "Delivering as one" where a peacekeeping operation is present, the Advisory Committee is of the view that the implications of its implementation for UNMIL should be reported to the General Assembly at an appropriate time (see also A/65/743/Add.7, para. 50).**

Support to special political missions

13. As noted by the Secretary-General, the Department of Field Support provides support to 15 field missions and other presences led by the Department of Political Affairs (A/65/715, para. 1). The Advisory Committee was informed that the Department of Field Support and the Department of Political Affairs had entered into a service level agreement, including performance indicators, that delineates each party's responsibilities for meeting the administrative and backstopping support requirements of special political missions. In her remarks to the Advisory Committee, the Under-Secretary-General for Field Support highlighted the need for a broad examination of the full range of capacities required to adequately backstop special political missions in line with their scope, size and operational tempo. In addition, the challenges created by diverse funding streams and different budget cycles, as well as different planning mechanisms, accountability lines and organizational procedures, were highlighted and, it was stated, would need to be addressed in order to ensure uniform, consistent, predictable and efficient support to all the Organization's field activities. **The Advisory Committee expects that the review of the financing and backstopping of special political missions, which will be submitted to the General Assembly at its sixty-sixth session in accordance with resolution 65/259, will provide a comprehensive overview of these issues and make recommendations as to how they might best be addressed.**

Progress on peacekeeping initiatives

14. In its most recent general report on peacekeeping operations, the Advisory Committee had expressed the view that the annual overview report was an appropriate place for information to be provided on the progress of ongoing peacekeeping initiatives and multi-year projects (see A/64/660, paras. 5-7). The Committee recognizes that the initiatives affecting peacekeeping range from Organization-wide changes in areas such as human resources management to technology-related initiatives, and notes the information contained in the overview report of the Secretary-General (A/65/715, paras. 82-91). **The Advisory Committee is of the view that the information provided falls short of expectations. The Committee continues to be of the opinion that the overview report should consistently be comprehensive on the status of major initiatives being undertaken, including a summary of progress made, time frames for their completion, resource implications and lessons learned during their implementation.**

15. On a related issue, in its consideration of the proposed peacekeeping budgets for 2011/12, the Advisory Committee took note of a number of pilot projects being undertaken by the Secretariat. **As the Committee has previously highlighted with regard to management reviews, there is a need for such projects to have specified time frames, that they be completed in a timely manner and the results analysed for possible future application. The Committee is further of the view that, for significant initiatives, the results of such pilot projects should also be reported to Member States in the context of the overview report.**

The need for comprehensive reporting

16. During its current session, the Advisory Committee considered a number of reports of the Secretary-General on specific peacekeeping related topics. The Committee notes that the Secretary-General prepares separate reports in response to specific requests of the General Assembly and that, in many cases, the presentation of information on particular issues in more than one report is unavoidable. **Nonetheless, the Committee reiterates its position that the submission of multiple reports on the same subject should be avoided and that, to the extent possible, the General Assembly should be provided with a comprehensive picture of a particular issue in reports being put forward for its consideration. In addition to facilitating the work of the Assembly, the Committee is of the view that doing so would help to eliminate redundancies and avoid inconsistencies, such as had been noted with respect to proposals for the use of the Peacekeeping Reserve Fund (see A/65/775, para. 7).**

B. Financial management and budget presentation

Budget performance for the period from 1 July 2009 to 30 June 2010

17. In table 2 of his overview report (A/65/715), the Secretary-General indicates that, for the period from 1 July 2009 to 30 June 2010, expenditures of $7.6 billion were made against a total appropriation for the period of $8 billion, resulting in an unencumbered balance of $0.4 billion. This represented an overall budget implementation rate of 94.9 per cent compared with 97.2 per cent for the 2008/09 period. The main factors affecting budget performance during 2009/10 are outlined in paragraph 21 of the report and included lower expenditures on military contingents ($212.1 million), facilities and infrastructure ($103.4 million), air transportation ($52.4 million) and formed police units ($46.2 million).

18. Information on the factors affecting the budget performance of individual missions is outlined in table 3 of the overview report of the Secretary-General. The Advisory Committee notes that, in a number of instances, the level of expenditures during 2009/10 reflected external factors beyond the direct control of the missions concerned. For example, with regard to UNSOA, the Committee noted that the activities of the mission had been affected by a lower than projected deployment of AMISOM contingents and the security situation in Mogadishu. In the case of MINURCAT, the level of expenditures reflected the closure of the mission during the period. These two operations accounted for almost 50 per cent of the overall variance of $406 million for the 2009/10 period.

19. **The Advisory Committee continues to consider that budget implementation should be judged on the basis of the achievement of the**

objectives outlined in the results-based budgeting framework and efficiency in the use of resources, rather than solely through the budget expenditure rate. The Committee also reiterates the need for a distinction to be made between savings and underexpenditures (see A/63/746, para. 16). While savings, which are in essence cost reductions achieved through efficiency measures, establish a lower baseline level of funding and therefore have an impact on future budgets, underexpenditures, which can reflect delays in the implementation of programmed activities, may lead to increased expenditures in the following periods. Furthermore, the factors that can lead to underexpenditures go beyond the delays in the implementation of programmed activities or their non-implementation. Such factors may include over-budgeting or a failure to fully analyse initiatives before resources are sought for their implementation (see A/65/743/Add.6, paras. 8 and 9).

20. With respect to financial management, the Advisory Committee notes that in its report on the accounts of peacekeeping operations for the financial period ended 30 June 2010 (A/65/5 (Vol. II)), the Board of Auditors found that the overall control and effectiveness of the administrative functions of missions was variable, especially given the volatile and rapidly changing conditions under which many missions operated during the period under review. While cautioning against complacency, the Board concluded that, when compared with the previous financial period, there had been an improvement in the financial and administrative management of peacekeeping operations. Without qualifying its opinion, the Board of Auditors again highlighted two areas of concern, namely, non-expendable property and expendable property. **The Advisory Committee notes the general improvement indicated by the Board of Auditors and expects that this trend will be sustained in forthcoming financial periods. The Committee remains concerned, however, that the Board continues to identify systemic shortcomings as well as recurring problems. The Committee is also concerned about the slow implementation of the recommendations made by the Board. The Committee further emphasizes that managerial action with regard to this matter and the overall efforts of the Organization to achieve accountability are closely linked (see A/65/782, para. 12).**

21. The Advisory Committee notes that the performance reports of peacekeeping operations for 2009/10 contain information on the redeployment of funds during that financial period. As noted previously, missions may redeploy funds between the three groups of expenditure, namely military and police personnel, civilian personnel, and operational costs, with the prior authorization of the Director of the Peacekeeping Financing Division, Office of Programme Planning, Budget and Accounts, to whom the authority has been delegated by the Controller. A summary of the redeployments authorized during the 2009/10 period is provided in table 1 below. The Committee notes that redeployments represented 1.67 per cent of the overall appropriation, which reflected a reduction compared to the 2.50 per cent made during 2008/09. The Committee noted that redeployments by UNAMID of $65.7 million accounted for over 50 per cent of the total redeployments.

Table 1
Summary information on redeployments across groups, 2009/10 period
(Thousands of United States dollars)

Group	Appropriation		
	Original appropriation	*Redeployment*	*Revised distribution*
I. Military and police personnel	3 127 415	(126 970)	3 000 445
II. Civilian personnel	1 481 376	64 030	1 545 406
III. Operational costs	2 991 030	62 940	3 053 970
Total	**7 599 821**		**7 599 821**
Percentage of redeployment to total appropriation			1.67

22. **The Advisory Committee recognizes that the fast changing environments within which peacekeeping missions operate can necessitate the readjustment of operational plans and, as such, a requirement for budgetary redeployments between expenditure groups may arise during the financial period. In order to preserve budgetary transparency and discipline, however, the Committee expects that proposals for redeployment will continue to be scrutinized to ensure that the authorizations given are limited to what is necessary to meet changing priority requirements.**

Budget presentation

23. In its most recent general report on peacekeeping operations, the Advisory Committee had expressed concerns that the inclusion in the United Nations Logistics Base at Brindisi, Italy (UNLB) budget of requirements for a number of backstopping functions that had been physically relocated from United Nations Headquarters to UNLB rendered it difficult for the General Assembly to get a picture of the totality of the resources dedicated to a particular function or business process. As such, the Committee had requested that the Secretary-General should consider presenting a consolidated resource request for all support functions irrespective of their physical location, so as to facilitate evaluation of the totality of resources dedicated to those functions (A/64/660, para. 26). The Advisory Committee notes that, in response, the Secretary-General has proposed that the budgetary requirements for 2011/12 for tenant units based in UNLB, namely, the Standing Police Capacity, Standing Justice and Corrections Capacity and an element of the Integrated Training Service, be transferred from the UNLB budget to the budget for the support account for peacekeeping operations. **The Advisory Committee notes the budgetary changes being proposed but considers that its concerns remain valid.**

24. In the context of its report on the proposed budget for UNLB (A/65/743/Add.12), the Advisory Committee notes that as part of the new service delivery model proposed under the global field support strategy, UNLB would be reprofiled as a Global Service Centre. As this transition progresses and further functions and resources are proposed for transfer from Headquarters, the role of UNLB in backstopping peacekeeping operations will become more prominent. **With separate budget submissions for the support account for peacekeeping**

operations and UNLB, the Advisory Committee considers that the presentation of support costs could also become increasingly fragmented as the Global Service Centre evolves. Given the backstopping nature of the functions proposed for transfer to Brindisi, the reporting line of the Director of UNLB through the Assistant Secretary-General to the Under-Secretary-General for Field Support, and also that UNLB and the support account are financed by a common funding mechanism, the Committee is of the view that consideration should be given to presenting the budgetary proposals for both UNLB and the support account for peacekeeping operations in a single report (see also A/65/827).

Results-based budgeting

25. With regard to the results-based budgeting frameworks, the Advisory Committee recalls the pilot project, which was introduced for the support components of the proposed budgets of MONUC, UNIFIL and UNMIL for the current period (see A/64/643, para. 21). The Committee notes that, following its comments in paragraph 18 of its most recent general report on peacekeeping operations (A/64/660), the standard support outputs and mission-specific non-standard or specialized outputs, which had previously been presented in an annex, have been moved back into the main body of the proposed budgets of these missions.

26. **The Advisory Committee acknowledges the ongoing efforts to refine and improve the presentation and logical frameworks of the peacekeeping budgets. However, as highlighted by the Board of Auditors in its most recent report on peacekeeping operations (A/65/5 (Vol. II)), shortcomings remain. The Advisory Committee shares that view and finds, for example, the outputs presented in the budget documents of some missions to be too numerous and detailed. The Committee considers that one of the challenges in the presentation of the logical frameworks is how to provide measurable benchmarks that enable Member States to assess how effectively mandates are being implemented and also meet the specific needs of the Secretariat to use such frameworks as planning and monitoring tools. From the viewpoint of its role in the budgetary review process, the Advisory Committee has expressed the view that the framework's feasibility, in particular for peacekeeping operations, needs to be revisited. In this regard, the Committee looks forward to reviewing the proposals resulting from the work of the Results-based Management Task Force which are to be presented to the General Assembly at its sixty-sixth session.**

Efficiency gains

27. In accordance with the request of the General Assembly, the Advisory Committee notes that the proposed peacekeeping budgets for 2011/12 continued to include a section on initiatives being taken to achieve efficiency gains. Examples of such initiatives are contained in the overview report of the Secretary-General (A/65/715, para. 32 and table 7). Although the Secretary-General indicates that missions were requested to introduce efficiency and improvement measures to achieve a suggested target reduction of 1 per cent, the Committee was informed, upon enquiry, that the total efficiency gains reflected in the peacekeeping budget proposals for 2011/12 amounted to $24.2 million, which falls short of that benchmark by over $50 million. The Committee further notes that no efficiency

gains were reflected in the budget proposals for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), UNMIL or UNSOA. **Given the current level of peacekeeping expenditure, which in 2009/10 exceeded $7.5 billion, the Advisory Committee believes that efficiency gains of some $24 million are insufficient. The Committee has made a specific request on this matter in its related report on the proposed budget for MONUSCO (see A/65/743/Add.8, para. 24).**

28. The Advisory Committee was informed that a resource efficiency group, headed by the Assistant Secretary-General, had been set up in the Department of Field Support to identify further efficiencies over the forthcoming period. The Committee was also informed that the directors and chiefs of mission support had, for example, been instructed to implement measures related to inventory management, including expanding the lifespan of equipment, and that procurement actions by missions would henceforth have to take into account global holdings of the items in question. **The Advisory Committee welcomes the establishment of the resource efficiency group in the Department of Field Support. The Committee is of the view that the process of identifying opportunities for significant efficiency gains requires both the initiatives of individual missions and the adequate leadership and input of Headquarters. Furthermore, the role of Headquarters is central if efficiency measures are to be implemented and mainstreamed across peacekeeping missions. As such, in addition to reporting on initiatives at the mission level, the Committee requests that future overview reports on peacekeeping include information on efficiency initiatives being implemented by Headquarters.**

Exchange rates

29. The Advisory Committee notes that whereas World Bank exchange rate forecasts had been used for national staff salary cost estimates for the current budget period, United Nations operational rates had been used in the preparation of the 2011/12 peacekeeping budgets (A/65/715, para. 26). With regard to the request of the General Assembly in its resolution 64/269 for a report on measures to address the impact of exchange rate fluctuations in the presentation of peacekeeping budgets and the management of peacekeeping accounts, the Advisory Committee was informed by the Controller that, in order to ensure that the response was comprehensive and reflected the range of issues to be covered, the report would be provided to the General Assembly at the main part of its sixty-sixth session. The Committee observed the impact of exchange rates on the proposed budgets of a number of peacekeeping operations. **The Committee intends to revert to this issue when the aforementioned report of the Secretary-General is presented to the General Assembly for its consideration.**

Reassignment of posts

30. The Advisory Committee recalls the introduction of definitions describing the various types of action concerning posts, including the practice of reassignment, which covers the transfer of an approved post to unrelated functions (see A/64/643, annex II). Upon enquiry, the Committee was informed that the peacekeeping budget proposals for 2011/12 included a total of 84 reassignments, of which 37 were transfers from UNAMID, UNMIS and MONUSCO to the Regional Service Centre at Entebbe, Uganda (see table 2). The Committee was further informed that 10 of

the proposed reassignments were of posts at the P-5 level or above, including three to the Regional Service Centre. **As noted in paragraph 43 below, the Committee is of the view that the Secretary-General should continue to review long vacant posts and posts whose functions may no longer be deemed necessary. Moreover, the Committee continues to hold the view that posts that are no longer required should be abolished and that new posts should be fully justified (see A/64/660, para. 19).**

Table 2
Proposed reassignments

	Total proposed reassignments 2011/2012[a]	*Proposed reassignments to Regional Service Centre at Entebbe*[b]	*Proposed reassignments other than to the Regional Service Centre at Entebbe*
UNMIL	6	—	6
UNMIK	5	—	5
UNMIT	6	—	6
UNAMID	19	10	9
UNMIS	13	13	—
UNIFIL	11	—	11
MONUSCO	23	14	9
UNLB	1	—	1
Total	**84**	**37**	**47**

[a] Includes international and national posts and United Nations Volunteers.

[b] In addition, two further posts have been redeployed to comparable functions in the Regional Service Centre at Entebbe.

C. Civilian personnel

31. The decisions taken by the General Assembly in December 2010, notably approval for the granting of continuing contracts, and of a number of recommendations of the International Civil Service Commission relating to the harmonization of the conditions of service of staff (Assembly resolutions 65/247 and 65/248, respectively), were further milestones in a series of major human resources reforms affecting peacekeeping staff in recent years. These reforms built on resolution 63/250 which approved a new contractual framework for all staff and are intended, in part, to address a number of perennial problems faced by peacekeeping operations, including difficulties in staff recruitment and retention, the need to be able to move staff between missions to meet changing operational requirements and the impact of differing conditions of service on the morale of staff serving in the same peacekeeping operation. **The Advisory Committee is of the view that the changes instituted have established a framework for human resource management that should allow the Organization to address many of the persistent problems in peacekeeping in a coherent manner. The Committee expects that the focus will now shift to ensuring the effective implementation of those changes and that an analysis of the results achieved will be presented in future reports to the General Assembly.**

32. The General Assembly, by its resolution 65/247, approved the granting of continuing contracts as of 1 January 2011 to eligible staff members on the basis of the continuing needs of the Organization. The Assembly decided that the continuing needs of the Organization would be determined on the basis of established and temporary posts of a duration of more than five years, as well as general temporary assistance in special political missions, with the exception of international and national staff posts in the International Criminal Tribunal for Rwanda and the International Tribunal for the Former Yugoslavia and national staff posts in field missions. The Assembly also decided that this would be subject to two post envelopes, one for international staff in the Professional and higher category and in the Field Service category, and one for staff in the General Service and other locally recruited categories, and set the initial level of these post envelopes at 75 per cent of the total number of posts identified (including, within the post envelope, permanent contracts). The Assembly further decided that candidates eligible for consideration for continuing contracts would be awarded points for meeting a series of additional criteria (resolution 65/247, para. 54). The Advisory Committee notes that the criteria set out by the Assembly reward mobility and the service of staff in hardship and non-family duty stations and, as such, recognize the service of peacekeeping staff in such environments.

33. In its resolution 65/248, the General Assembly approved a number of changes in the conditions of service applicable to staff serving in peacekeeping operations, which will come into effect on 1 July 2011. These changes will expand the designation of family duty stations; introduce an additional hardship allowance for staff serving in non-family duty stations; and provide for travel costs for staff in non-family duty stations to visit a designated location in relation to existing rest and recuperation entitlements.

34. The General Assembly further decided that additional costs arising from the changes in the conditions of service were to be absorbed by the Organization from within existing resources, without affecting on the operational costs and without undermining the implementation of mandated programmes and activities. The Secretary-General states that in order to do so, a number of lower-priority posts, especially those which had been vacant for a period of time, would be abolished, while a number of Field Service posts would be nationalized. The Secretary-General indicates that the estimated costs of the harmonization of the conditions of service are $82.6 million. While the estimated costs for each mission are indicated in table 5 of the overview report, the Secretary-General states that the offsetting reductions are not aligned with the costs for each individual mission but would be achieved across peacekeeping operations as a whole (A/65/715, para. 28).

35. The Advisory Committee was informed that given the short time frame between the decision of the General Assembly and the deadline by which 2011/12 peacekeeping budget proposals had to be finalized, there was not sufficient time to consult with missions in advance and, as such, an initial review had been carried out by the Department of Field Support at Headquarters to identify the scope for reductions. The Committee was also informed that the posts proposed for abolition through the review were identified primarily through a review of Field Service, P-2 and P-3 level posts that were vacant for two years or more, P-4 posts that were vacant for at least three years and P-5 posts that were vacant for more than four years. In addition, a review was carried out of all vacant Field Service posts to identify those whose functions could also be performed by national staff.

36. Furthermore, the Advisory Committee was informed that the criteria used by the Department of Field Support to identify the scope of post reductions had been carefully defined to ensure that mandate implementation would not be undermined, by focusing on lower level positions and long-standing vacancies. It was also indicated that this initial review had been undertaken on the understanding that missions would subsequently have the flexibility to redeploy remaining posts to meet their operational priorities and to take into account any recruitment actions that may have been under way. In this regard, the Committee was informed that the list of posts drawn up at Headquarters was currently under review by field missions for that purpose and that missions could, if it was deemed necessary, identify alternative functions to be abolished or nationalized, while maintaining the overall number and grade levels of positions initially identified by Headquarters for each mission. The individual missions had therefore been requested to submit the confirmed list of actual posts to be abolished or nationalized by 30 April 2011 to ensure that the final list of posts was available for consideration by the General Assembly during its review of the respective budget proposals in May.

37. Upon enquiry, the Advisory Committee was provided with a breakdown, by mission, of the number of posts proposed for abolition or nationalization, as reflected in the proposed mission budgets for the 2011/12 period (see table 3 below). While the overview report of the Secretary-General had envisaged that the proposal would consist of abolishing 349 international Professional posts and nationalizing 330 Field Service posts (A/65/715, para. 28), the Committee notes that the finalized peacekeeping budget proposals for 2011/12 reflect the abolition of 374 posts, including 20 national staff posts in UNIFIL, and the nationalization of 308 posts.

Table 3
Abolition or nationalization of posts proposed for 2011/12

Peacekeeping component	*Posts to be abolished*	*Field Service posts to be nationalized*	*Total*
MINURSO	—	5	5
MINUSTAH	4	54	58
MONUSCO	38	74	112
UNAMID	199	55	254
UNDOF	—	2	2
UNFICYP	—	—	—
UNIFIL[a]	44	5	49
UNMIK	2	2	4
UNMIL	10	22	32
UNMIS	55	44	99
UNMIT	15	17	32
UNOCI	7	16	23
UNSOA	—	12	12
Total	**374**	**308**	**682**

[a] Includes the abolition of 20 national staff posts.

38. **To illustrate the impact of the actions taken with regard to the absorption of costs, the Advisory Committee was provided with information on the resources for civilian staff in the approved 2010/11 peacekeeping budgets as compared with the proposed 2011/12 peacekeeping budgets (see table 4 below).**

Table 4
Resources for civilian staff
(United States dollars)

Peacekeeping component	*Approved resources for civilian staff, 2010/11*	*Proposed resources for civilian staff, 2011/12*	*Variance*
MINURSO	19 929 000	22 559 000	2 630 000
MINUSTAH	157 429 100	172 862 600	15 433 500
MONUSCO	278 704 100	314 205 200	35 501 100
UNAMID	356 723 500	291 295 600	(65 427 900)
UNDOF	10 472 900	11 679 400	1 206 500
UNFICYP	15 682 600	14 786 300	(896 300)
UNIFIL	90 963 800	99 788 800	8 825 000
UNLB	34 738 200	32 782 100	(1 956 100)
UNMIK	35 650 700	35 189 000	(461 700)
UNMIL	123 796 600	122 163 900	(1 632 700)
UNMIS	245 666 000	248 299 500	2 633 500
UNMIT	87 721 000	90 262 100	2 541 100
UNOCI	99 053 300	99 173 400	120 100
UNSOA	19 152 200	30 088 500	10 936 300
Total	**1 575 683 000**	**1 585 135 400**	**9 452 400**

39. **The Advisory Committee was informed that the variances in the financial resources for civilian staff between the two periods was due to a combination of factors, related both to the harmonization of conditions of service in the field and other reasons, including changes in salary scales and common staff costs; changes in the staffing establishment; and changes in vacancy rates. Overall, however, as reflected in table 4 above, the variance between the current approved resources for civilian staff and the proposed level for 2011/12 amounts to some $9.4 million (0.6 per cent). The Committee was informed that this variance was primarily a result of proposed changes in the staffing establishment in several missions unrelated to proposed abolishments or conversions due to harmonization of the conditions of service in the field, including requirements related to the proposed net additional 56 posts and temporary positions for civilian staff in support for AMISOM ($6.3 million); requirements related to the proposed net additional 53 posts and temporary positions for civilian staff in MONUSCO ($1.8 million); requirements related to the proposed net additional 36 posts and temporary positions for civilian staff in UNMIL ($3.5 million); and requirements related to the proposed net additional 27 posts and temporary positions for civilian staff in UNMIT ($0.6 million).**

40. Although the initial list of posts to be abolished or nationalized had been drawn up at Headquarters on the basis that the posts were vacant, subsequent communication with missions highlighted the fact that many were, in fact, encumbered or had been filled in early 2011 through recruitment action. Upon enquiry, the Advisory Committee was informed that, as at 17 March 2011, approximately 40 per cent of the posts on the initial list proposed for abolition or nationalization were in fact encumbered.

41. With regard to absorption of costs by regular-budget-funded peacekeeping operations and special political missions for the period 1 July 2010 to 31 December 2011, the Advisory Committee was informed that a total of 37 vacant posts/positions had been identified for abolition (4 in regular-budget-funded peacekeeping operations and 33 under special political missions). In addition, 64 vacant Field Service posts and positions (13 in regular-budget-funded peacekeeping operations and 51 positions in special political missions) had been earmarked for conversion to the national staff category. The Committee was informed that it was anticipated that there would be unspent balances as a result of these posts remaining vacant because they were earmarked for abolition or conversion. The Committee was also informed that such unspent balances would be used to cover any additional costs arising from the implementation of the decisions of the General Assembly in regard to the harmonization of conditions of service.

42. **The Advisory Committee recognizes the short time frame within which the Secretary-General had to ensure that decisions taken by the General Assembly on the harmonization of the conditions of service were reflected in the proposed budgets of peacekeeping missions for the 2011/12 period. The Committee notes that the initial list of posts to be abolished or nationalized drawn up at Headquarters is being reviewed by the affected missions and that, to meet operational priorities, missions could make changes to the specific posts to be abolished or nationalized, while maintaining the overall number and grade levels of posts initially identified. Given the requirement that the absorption of costs should have no impact on operational costs and should not undermine the implementation of mandated programmes and activities, the Committee has no objection to the course of action proposed by the Secretary-General.**

43. **The Advisory Committee is of the view that the exercise carried out in response to General Assembly resolution 65/248 also highlights the extent to which many peacekeeping posts have remained vacant for long periods. This issue had also been noted in the report on peacekeeping operations by the Board of Auditors, who expressed the view that this could indicate that the positions in question may no longer be needed, especially if missions were discharging their mandates satisfactorily using existing resources (A/65/5 (Vol. II), para. 218). The Advisory Committee reiterates the need for long vacant posts to be reviewed on an ongoing basis and, in particular, before proposals for new posts are put forward to the General Assembly.** In addition to the posts being proposed for abolition or nationalization, the Committee was informed, upon enquiry, that a further 239 international staff posts in peacekeeping operations had been vacant for one year or more.

44. As noted in paragraph 40 above, approximately 40 per cent of the posts identified by Headquarters as being vacant were, after review of the information by missions, found to be encumbered as at mid-March 2011. While it is accepted that a

number of these posts had been filled by staff in early 2011, many had been encumbered for a number of months before the initial review exercise was carried out in Headquarters. Upon enquiry, the Committee was informed that this disparity was due to delays in the recording of information relating to the placement and movement of staff in the field. **Given the importance of current information and accurate data for the effective management of human resources, the Advisory Committee considers that the extent of the discrepancies necessitates that the underlying causes be analysed and addressed.**

Staff recruitment and retention

45. The Advisory Committee recalls that the introduction, in 2009, of a reformed roster-based recruitment process for posts in peacekeeping operations, including establishment of the field central review body, had a number of positive goals. Among the benefits envisaged was the fact that once serving or prospective field staff had gone through a competitive process which had been reviewed by the review body, their appointments would no longer be limited to service in any specific mission. This would provide greater flexibility to deploy staff to newly established or expanding operations and in placing staff from downsizing missions.

46. The implementation of the new recruitment system constituted a significant change and the effort required to both identify new recruits for peacekeeping and also provide the opportunity for existing peacekeeping staff to be reviewed by the field central review body was always going to be considerable. In this regard, whereas the overview report of the Secretary-General indicates that, as at November 2010, a total of 3,196 candidates had been rostered after review by the field central review board, the Advisory Committee was subsequently informed that, as at 8 April 2011, 5,092 candidates had been rostered, of which 1,971 were external candidates. The Advisory Committee recognizes that the movement of staff from one mission to another has no impact on overall vacancy rates and, in this regard, notes the indication by the Secretary-General that the goal is to have equal numbers of internal and external candidates on the roster (A/65/715, para. 39). **The Advisory Committee welcomes the progress made to date in identifying candidates for the rosters for peacekeeping operations.**

47. The Committee notes that, as at December 2010, the average vacancy rate for international posts in peacekeeping operations and special political missions supported by the Department of Field Support stood at 24 per cent. **Given the significant number of pre-cleared candidates on the rosters and the likely availability of staff from missions that are moving to a drawdown or transition phase, the Advisory Committee expects that a demonstrable impact in terms of a lowering of vacancy rates in peacekeeping operations and in the time taken to recruit staff will now begin to be seen (see also paras. 49 and 50 below). These factors should also reduce the requirement for the use of recruitment tiger teams, which, as the Committee has previously pointed out, are a cost-intensive mechanism (see A/64/660, para. 42).**

48. In the context of attracting female candidates and candidates from troop- and police-contributing countries for service in peacekeeping, the Secretary-General highlights a number of outreach activities in paragraphs 43 to 46 of the overview report. These include attendance at job fairs and the development of a network of over 500 governmental and non-governmental organizations, professional

associations and alumni, to which generic job openings are disseminated frequently. Upon enquiry, the Advisory Committee was informed that in the period from February to April 2011, outreach trips were planned to focus on the areas of engineering, logistics and aviation. **The Advisory Committee underscores the need for outreach activities to target shortfalls in the staffing profile of peacekeeping operations, including with respect to gender, geographic diversity and the representation of troop- and police-contributing countries.**

49. The Advisory Committee is concerned at indications that significant numbers of candidates continue to turn down offers of appointments in peacekeeping operations. In UNAMID, for example, the Committee was informed that 24 candidates had declined offers of appointment with the mission in the three-month period from December 2010 to March 2011. Since January 2008, 247 candidates had turned down offers of appointment with UNAMID. **While the Committee understands that the personal preferences and circumstances of candidates can change, it finds these high figures troubling. The Committee requests that urgent measures be taken to address this problem, including consideration of targeted recruitment for the missions most affected, where the possible impact on mandate implementation is significant. The results should be included in the next overview report on peacekeeping operations.**

50. With regard to the turnover of staff, the Secretary-General states that the retention of staff in the field is showing some improvement, with turnover rates decreasing from 19.9 per cent in 2009 to 17 per cent for the period from November 2009 to October 2010 (A/65/715, para. 40). Upon enquiry, the Committee was provided with information regarding the separations of international staff in field missions during 2010. Of a total international staff population of 7,038, the Committee was informed that there had been 1,464 separations, of which 100 (7 per cent) were of staff returning to their parent duty station, 543 (37 per cent) were separations from the United Nations and 821 (56 per cent) reflected the transfer of peacekeeping staff to another mission. The Committee was informed that the formula used to determine the turnover rate was currently under review in order to make a distinction between reassignments between missions and separations from peacekeeping. **The Advisory Committee recalls that the problem of staff retention in peacekeeping was a consideration underpinning the human resources management reform proposals of the Secretary-General in recent years. The Advisory Committee is therefore of the view that turnover rates will be one indicator of the impact of the changes being implemented in this area. To facilitate their analysis, the Committee requests that future overview reports include data on the elements underpinning the trends in staff turnover rates.**

51. With regard to the concern previously expressed by the Advisory Committee over the possible "poaching" of staff from one mission by another, the Secretary-General states that this has been addressed through the inclusion of a provision in the new staff selection system requiring staff to normally serve for a minimum period of one year before being appointed to another position (A/65/715, para. 40). **While the Advisory Committee welcomes this provision, which came into effect in April 2010, it is, however, of the view that the movement of staff should be kept under review to determine whether the requirement for at least one year's service is sufficient to meet the operational needs of the Organization.**

Welfare of personnel

52. The Advisory Committee recalls that in his report on welfare and recreation needs of all categories of personnel and the detailed implications thereof (A/63/675 and Corr.1), the Secretary-General stated that the establishment of a basic standard of welfare and recreation in all missions would have a number of benefits including promoting good conduct and discipline by alleviating conditions that may contribute to misconduct, including sexual exploitation and abuse, as well as other breaches of discipline; facilitating adjustment to life in the mission; improving the morale of mission personnel; and contributing to making mission assignment more manageable thereby preventing high staff turnover (see also para. 107 below). The Committee recalls that the General Assembly decided, in its resolution 64/269, to revert to the establishment of minimum welfare and recreation standards for international non-contingent personnel in all peacekeeping operations and special political missions at the second part of its resumed sixty-fifth session. The observations and recommendations of the Advisory Committee with regard to the report of the Secretary-General on welfare and recreation needs of all categories of personnel and detailed implications are outlined in its report contained in document A/63/746, paragraphs 127 to 137. **The Committee reiterates its recommendation that the General Assembly approve the proposed establishment of minimum welfare and recreation standards as described in paragraphs 62 to 82 of the report of the Secretary-General (see A/63/746, para. 137).**

Human resources action plan/scorecards

53. The Secretary-General indicates that mission human resources action plans are being replaced by the human resources management scorecard in 2011. The Secretary-General indicates that the implementation of human resources action plans in the field had not been fully successful owing mainly to the extensive manual work required and the elaborate indicators involved. The Secretary-General states that the lessons learned from the human resources action plans have been applied to the formation of the human resources scorecard. The scorecard would focus on major areas of compliance and would, for peacekeeping operations, be based on six indicators reflecting organizational priorities and mandates, namely recruitment timelines, vacancy rates, troop- and police-contributing country representation, gender representation at all levels, gender representation at senior positions and security training (A/65/715, paras. 41 and 42). **The Advisory Committee reiterates its view that the human resources management scorecard provides a mechanism for the Secretary-General to monitor the performance of his senior managers in contributing towards achieving organizational goals, including with regard to the representation of troop- and police-contributing countries and gender parity in staffing (see A/65/537, para. 27).**

D. Military and police personnel

Rotation costs

54. The Secretary-General notes that the total peacekeeping budget for troop rotations during 2011/12 is approximately $244 million, of which approximately $137.3 million relates to the missions supported by the Transport and Movement Integrated Control Centre at Entebbe. The Secretary-General indicates that, based

on past experience, of that amount approximately $97 million would be spent on short-term charters or aircraft in the United Nations fleet, while $40 million would be expended under letters of assist in partnership with troop- and police-contributing countries. The Secretary-General also states that, based on an analysis of the planned rotations, the Transport Control Centre would be used to coordinate the use of United Nations aircraft for approximately 80 per cent of the rotations for missions in the region, which would previously have been conducted under short-term charter. It is stated that by so doing annual savings of about 8 to 10 per cent can be expected, equivalent to approximately $3.4 million to $4.3 million (A/65/715, paras. 77 and 78).

55. The Secretary-General further states that efforts are continuing to obtain a wide-body long haul aircraft on long-term charter to conduct troop rotations to South Asia, East Asia and elsewhere to achieve greater operational flexibility and cost efficiency. While the two solicitations conducted to date have not been successful, the Secretary-General states that a further solicitation was currently being undertaken (A/65/715, para. 79). Although the Secretary-General had estimated that the long-term charter of a wide-body aircraft was likely to be operational around March 2011, the Advisory Committee was informed, upon enquiry, that it was now estimated that a contract would not be in place until May 2011. **The Advisory Committee continues to encourage efforts to facilitate troop rotations and to reduce costs while maintaining a high level of service to troop- and police-contributing countries. The Committee notes the initiatives highlighted by the Secretary-General and underscores the need for close coordination with troop- and police-contributing countries during their implementation.**

Death and disability compensation

56. With respect to the settlement of death and disability claims, the Secretary-General states that the Secretariat endeavours to settle all cases within the prescribed three-month period and that all necessary measures are taken to expedite the process. The steps taken include regular communication with permanent missions of Member States, both to provide guidance on the procedures for submission of claims and to follow up on additional information required, where necessary (A/65/715, para. 110). The Advisory Committee notes the information on death and disability compensation provided in section VII of the overview report. Upon request, the Committee was provided with an updated table showing the status of claims for death and disability compensation as at 31 March 2011 (see annex II). **The Advisory Committee has pursued this matter in its review of individual peacekeeping mission budgets and is of the view that intensified and sustained efforts are necessary to ensure the expeditious settlement of death and disability claims.**

E. Operational requirements

57. In his overview report, the Secretary-General highlights the fact that the delivery of operational support to field missions is evolving towards a global approach to managing operational requirements by pursuing possibilities for common services and certain shared resources (A/65/715, para. 50). The observations and recommendations of the Committee with regard to the progress

report of the Secretary-General on the global field support strategy (A/65/643) are contained in section III.D below.

Ground transportation

58. In its resolution 64/269, the General Assembly underlined the need to improve the management of ground transportation in order to achieve maximum operational efficiency and urged the Secretary-General to accelerate his efforts in that regard. In response, the Secretary-General states that an analysis had been carried out on vehicle spare parts and other ground transport expendables in all missions (A/65/715, para. 57). The Secretary-General indicates that a new system to categorize expendable property had been established. The Secretary-General further indicates that the implementation of a new system would help to achieve cost efficiencies by allowing fleet managers in missions and at Headquarters to generate reports that would enable areas of overstocking of spare parts to be identified and help to ensure the best maintenance coverage for the vehicle fleet. This measure was intended to be transitional, pending the implementation of the enterprise resource planning system, Umoja, which would include an enhanced capability for the management of spare parts.

59. The Advisory Committee recalls that in his previous overview report the Secretary-General had stated that the establishment of several system contracts for spare parts by United Nations Headquarters would reduce stock levels as well as generate savings in storage space and personnel (A/64/643, para. 35). The Secretary-General had also highlighted the initiative of UNMIS in outsourcing vehicle fleet repair and maintenance services, which, it was estimated, would reduce the need for spare part holdings from 5 per cent to 3 per cent of the vehicle inventory in 2010/11. In view of these initiatives, the Committee had requested that the next overview report contain information on the progress made and the results achieved (A/64/660, para. 56). **The Advisory Committee is of the view that the current report does not adequately respond to that request. Taking into account the call by the General Assembly for improved management of ground transportation, and the continued concerns raised by the Board of Auditors, the Committee requests that the next overview report provide more detailed information on initiatives being taken to achieve that goal. This information should address, inter alia, issues related to the global management of the vehicle fleet, composition and standardization of the fleet, fuel efficiency and spare parts management.**

Fuel management

60. The Secretary-General states that mission fuel contracting requirements continue to be assessed and, based on operational needs and efficiency, turnkey contracts are established where appropriate. The Secretary-General indicates that while a thorough cost-benefit analysis remains a major factor, safety and accountability are also key determinants in that decision-making process (A/65/715, para. 60). The Secretary-General further indicates that the Secretariat has begun to develop requirements to carry out an assessment of the efficiency of turnkey contracts for submission to the General Assembly at its sixty-sixth session.

61. The Advisory Committee addressed, at length, the issue of turnkey contracts for fuel in its most recent general report on peacekeeping operations (see A/64/660,

paras. 57 to 62). That report included a table that had been provided to the Committee, prepared by a consultant in 2009, which compared the cost per litre of fuel for in-house and turnkey arrangements for a number of missions. In each case, significant savings were projected (ibid., table 1). During its current session, the Committee noted the proposed reassignment of one national staff position in UNIFIL which was attributed to the implementation of a turnkey contract, but also that implementation of a turnkey contract in MINUSTAH had necessitated increased requirements for 2011/12 (see A/65/776, paras. 97 and 98). **The Committee notes that the implementation of turnkey arrangements involves significant start-up costs and expects that the assessment of the efficiency and effectiveness of the turnkey arrangements to be submitted to the General Assembly will provide a comprehensive picture of the costs and benefits of the provision of the required services through such arrangements.**

62. Although the overview report of the Secretary-General indicates that the electronic fuel management system was being planned for implementation in all missions by June 2012, the Advisory Committee was informed that the more up to date situation is reflected in the proposed peacekeeping support account budget. In that proposal, the Secretary-General states that the final acceptance test for the system had been conducted in December 2010 at UNIFIL and UNLB and that the system would be implemented in UNIFIL, UNDOF and UNSOA in 2010/11, in four peacekeeping operations in 2011/12 and in the remaining peacekeeping operations in 2012/13 (A/65/761, para. 718). **In view of the significant level of expenditure on fuel and the vulnerability of fuel operations to fraud and abuse, the Advisory Committee expects that priority will be given to the timely implementation of the electronic fuel management system in all peacekeeping operations. In the interim, the Committee expects that efforts will continue to ensure proper oversight and internal controls.** In this regard, the Committee noted that the monitoring of usage of vehicles through the CarLog system in UNMIT led to a reduction of 22 per cent in vehicle idle running hours (A/65/715, para. 92).

Rations management

63. In response to a request of the Advisory Committee in its most recent general report on peacekeeping operations (A/64/660, para. 29), the overview report of the Secretary-General provides additional information in regard to rations management, including the experience gained with turnkey rations contracts and their impact on the local economy (A/65/715, paras. 61-66). The Secretary-General outlines the evolution in the concept for the management and provisioning of rations from a system in which missions stored and distributed food to the current increased use of turnkey operations. The Secretary-General notes enhancements to the delivery model for rations services, such as the introduction in 2006 of financial penalties tied to performance levels using indicators of quality, quantity and timely delivery. More recently, it is stated that the contracts in UNAMID and MINURCAT have been improved through the introduction of another indicator related to timely food delivery, more clearly defined food standards and an enhanced contractual mechanism for quality assurance and performance management. The Secretary-General further states that the shift to turnkey operations has resulted in the establishment of an effective model capable of achieving an optimum balance of quality, safety and costs (ibid., para. 63).

64. The Secretary-General further outlines a number of additional initiatives to enhance efficiency being implemented in the area of rations management, namely: (a) comprehensive food management training; (b) the implementation of a rations management system; (c) a review of mechanisms for inclusion in contract solicitations with respect to food standards and food safety; and (d) measures to improve the field catering operations capacity of contingents (A/65/715, para. 66). With respect to the rations management system, the Secretary-General states that due to legal issues with the previously selected vendor, a resolicitation exercise is required and that, barring any delays in the procurement process, the system would be piloted in UNMIL and UNOCI in 2011/12, with implementation in selected field operations in 2012/13 (see A/65/761, para. 720). The Advisory Committee notes that acquisition of a rations management system was planned for completion during 2007/08 and that the Committee had been informed that such a system could contribute to reductions in both delivery times and food wastage. **The Advisory Committee is of the view that the long delay in the implementation of a rations management system represents a missed opportunity to achieve efficiencies. The Committee expects that every effort will be made to ensure that no further delays in its implementation occur.**

65. Projected expenditures on rations for the 2010/11 period are estimated at $347.4 million, at an average daily cost, per person, of $9.27. This represents a 6.4 per cent reduction in the average cost, per person, of $9.90 during the 2008/09 period. The Secretary-General states that, based on reporting by contractors, on an annual basis the contractors employ 980 local staff, purchase local services valued at $46 million and food items valued at $84 million, which represents approximately 40 per cent of total rations billing. **The Advisory Committee welcomes the extent to which the provision of rations to peacekeeping personnel is sourced through the local economy. The Committee notes the reduction in the average cost of rations reported by the Secretary-General and encourages continued efforts to ensure the cost-effective and timely provision of food of the required quality in all peacekeeping operations.**

Information and communications technology

66. In his overview report, the Secretary-General provides a progress report on regional coordination of information and communications technology services involving UNIFIL, the United Nations Truce Supervision Organization (UNTSO), UNDOF and UNFICYP which began in July 2010 and placed the information and communications technology (ICT) units of the missions under a centralized management structure. The Secretary-General states that recurrent annual financial reductions of $3.5 million have been realized. The workplan for the current period and initiatives envisaged for 2011/12 are also outlined (A/65/715, paras. 68 and 69). **The Advisory Committee reiterates that it sees merit in the steps being taken to strengthen and formalize the regional coordination of ICT activities and looks forward to receiving information on any further efficiencies and/or savings achieved in the next overview report.**

67. The Secretary-General further states that a number of other United Nations entities, namely the Office of the United Nations Special Coordinator for Lebanon, the Economic and Social Commission for Western Asia, the Office of the United Nations Special Coordinator for the Middle East Peace Process, the United Nations Mine Action Centre and the Good Offices in Cyprus of the Secretary-General are

integrated into the Middle East regional network and receive support in a range of ICT services, and technical assistance is also provided to the Special Tribunal for Lebanon (A/65/715, para. 68). **The Advisory Committee sees benefits in a regional approach to the provision of ICT services. The Committee requests that further information on the services provided and the cost recovery methodology being utilized be provided in the next overview report of the Secretary-General.**

Systems contracts

68. In the context of its consideration of the proposed budget for UNMIL, the Advisory Committee was informed that the climatic conditions in Liberia, in particular the level of precipitation and high temperatures, were such that certain items of equipment including air conditioners, generators and prefabricated buildings, primarily purchased from systems contracts, required replacement sooner than anticipated. **The Advisory Committee expects that environmental conditions will be taken into account in determining whether items available through systems contracts are suitable for service in a particular location. The prevailing environmental conditions should also be a factor in establishing the appropriate replacement cycles for equipment in each peacekeeping operation.**

Outsourcing

69. The Advisory Committee noted the planned outsourcing of a number of support functions, including vehicle, generator and building maintenance, as well as some security functions, in the proposed budget for UNMIK. The Committee notes that the extent to which such functions are outsourced varies across missions due, in part, to differences in the capacity of the local economies in the areas in question. The Committee also recognizes that the outsourcing of support functions is likely to take place progressively once a mission is established and, in particular, as it begins to drawdown. **The Committee requests that information be provided in the next overview report of the Secretary-General on the general policy with regard to outsourcing in peacekeeping operations.**

F. Other issues

Environmental policy

70. Responding to the request of the General Assembly in its resolution 64/269, paragraphs 92 to 96 of the overview report of the Secretary-General provide detailed information on the measures being undertaken to mitigate the environmental impact of peacekeeping operations. The Secretary-General highlights the fact that peacekeeping operations represented 56 per cent of total greenhouse gas emissions by the United Nations in 2008, with the main sources being aviation, surface transport and facilities operations (A/65/715, para. 92). The report describes a number of initiatives designed to reduce the environmental impact, including a reduction in the air fleet and the increased use of solar water pumps, water heaters and photovoltaic-diesel hybrid power supply units. In addition, a number of measures related to surface transport are also highlighted, including carpooling (UNDOF), the introduction of electric vehicles (UNLB) and closer monitoring of vehicle usage through the CarLog system (UNMIT).

71. The Secretary-General further states that missions are taking a number of measures to treat and reuse wastewater in order to limit pollution of the local environment (A/65/715, para. 93). The Secretary-General also highlights waste management as a major challenge for peacekeeping missions and states that, as such, the modularization pillar of the global field support strategy includes camp waste management systems in phase one of its development. Further initiatives with regard to waste management by individual field missions are described in paragraph 94 of the overview report of the Secretary-General.

72. With regard to information and awareness-raising, the Secretary-General highlights a number of initiatives taken by individual missions, as well as the establishment by the Department of Peacekeeping Operations and the Department of Field Support of a dedicated environmental Intranet page which updates and advises staff on environmental issues. In addition, the Secretary-General indicates that the Road Map Mission Information Management System, which was deployed to all missions in November 2010, has a specific page for missions to report on environmental issues. The Secretary-General further indicates that all Department of Field Support operational guidelines will be reviewed to ensure that they are in accordance with the environmental policy approved by the Under-Secretary-General for Peacekeeping Operations in 2009 (A/65/715, para. 95).

73. **The Advisory Committee welcomes the initiatives being taken to mitigate the environmental impact of peacekeeping missions. The Committee notes the range and variety of measures being implemented by individual missions in this area and expects that those measures deemed most effective will be prioritized and shared across all peacekeeping operations.**

III. Other reports on cross-cutting issues

A. United Nations air operations

74. The report of the Secretary-General on United Nations air operations (A/65/738) was submitted pursuant to General Assembly resolution 64/269, in which the Assembly endorsed the conclusions and recommendations of the Advisory Committee on Administrative and Budgetary Questions in its report (A/64/660), including the Committee's request for a comprehensive report (para. 55). The Secretary-General states that the present report examines United Nations air operations in the strategic context of the global field support strategy and details a range of related initiatives to address efficiency and cost-effectiveness.

75. The Advisory Committee notes that information regarding aspects of United Nations air operations is also contained in a number of other reports of the Secretary-General that are currently before the General Assembly for its consideration, notably the report on progress in the implementation of the global field support strategy (A/65/643), the performance report on the budget of UNLB for the period from 1 July 2009 to 30 June 2010 (A/65/642) and the overview of the financing of the United Nations peacekeeping operations for the 2009/10 and 2011/12 periods (A/65/715). The Committee is of the view that it would have been desirable if all aspects of United Nations peacekeeping air operations had been contained in a single unified document. Nevertheless, in this section, the Committee addresses specific issues related to the management of air operations as presented by

the Secretary-General in his report (A/65/738) and, where applicable, further reference is made to the Committee's recommendations and observations made in the context of the above-mentioned reports.

Air operations overview

76. The Secretary-General's report provides an overview of current United Nations global air operations, highlighting the growth in both its size and cost. The report indicates that, as of 30 September 2010, the aviation fleet consisted of 257 aircraft supporting 12 peacekeeping missions and 8 special political missions. A breakdown of the fleet by mission is provided in annex I of the Secretary-General's report, from which it is noted that 61 per cent of the fleet, or 157 aircraft, belonged to three missions (MONUSCO, UNAMID and UNMIS). The approved air transportation budget for the 2009/10 period is stated as being $927.37 million for Department of Peacekeeping Operations missions and a further $76.08 million in support of political missions. In addition, expenditures for troop rotations by air amounted to $153.1 million in 2009-2010.

77. The Secretary-General states that, in recent years, the direct operating costs associated with air support have increased beyond those attributable to the increase in fleet size or the number of missions supported. Among the reasons for the increase is the rise in the costs of the lease or rental of aircraft, aviation fuel and ancillary support. It is noted that increases in the cost of aviation fuel, in particular, constitute a significant financial strain upon the operation of long-term chartered aircraft under lease arrangements. As such, improved fuel efficiency is stated as being a key driver in the strategic initiatives of the Department of Field Support and a principal objective of the global approach using the Strategic Air Operations Centre at UNLB. **The Advisory Committee is of the view that the purchasing practices used are also an important factor impacting on the overall cost of aviation fuel. The Committee is also of the opinion that fuel efficiency should be considered as one component of the overall cost efficiency of United Nations air operations and that the initiatives taken should seek to address the full range of factors involved.**

78. **The overview provided by the Secretary-General highlights the importance of air operations to United Nations field operations and, with a current annual cost of over $1 billion, its financial significance. The Advisory Committee notes the initiatives outlined in the current report and encourages the Secretary-General to continue to seek increased efficiency and effectiveness in the management of global air operations while ensuring the safety of personnel and responsiveness to operational needs.**

Strategic planning and acquisition

79. The report of the Secretary-General indicates that while air assets are acquired on a mission-by-mission basis, the Department of Field Support manages overall fleet planning and acquisition strategically in order to achieve efficiencies and economies of scale through the sharing of certain aircraft between missions. The Secretary-General further states that the Department of Field Support also plans and executes strategic global movements, including the deployment, rotation and repatriation of military contingent and civilian police unit equipment. In respect of military air operations requirements, it is indicated that Department of Peacekeeping

Operations provides strategic planning in order to ensure that Force requirements are fulfilled with respect to the provision and capability of military aviation units and aircraft of troop-contributing countries. For air movements, use may be made of United Nations aircraft on long-term charter, commercial aircraft under short-term charter arrangements or national government commercial or military aircraft under United Nations letter of assist arrangements. In his report, the Secretary-General also states that for specific tasks, air transport services may also be procured through technical service arrangements with other United Nations agencies, in particular the World Food Programme (WFP). In addition, specialized air transport services, including ground handling and air ambulance services, may be procured at the regional or mission level, as needed (A/65/738, para. 12).

80. The Secretary-General presents three concepts, which are considered interdependent cornerstones of the current approach of the Department of Field Support to the provision of air support, namely, global fleet utilization, fleet segment optimization and the "hub and spoke" principle (A/65/738, para. 18). Global fleet utilization is described as maximizing the use of fewer strategic and larger tactical aircraft, while fleet segment optimization is defined as matching aircraft to the specific needs of field operations, or "right-sizing aircraft to United Nations demand" (ibid., para. 19). These two concepts are linked to the hub and spoke principle whereby appropriate regional hubs are identified to facilitate larger strategic air assets and from which smaller tactical aircraft feed into the mission areas of operations along regional spokes (ibid., para. 20).

81. The report of the Secretary-General states that the Air Transport Section of the Department of Field Support is the requisitioning office for all commercial and letter of assist fixed-wing and helicopter air services on long-term charter. The procedure for the acquisition of air services and the criteria used are outlined in paragraphs 23 and 24 of the Secretary-General's report. In terms of procurement methodology, the report further indicates that the Department of Field Support and the Procurement Division of the Department of Management are progressively replacing the "invitation to bid" with the "request for proposal" method for the procurement of air services. The change, it is stated, would allow for greater flexibility in acquisition of air services with the objective of achieving greater value for money over the lifetime of a contract. It is indicated that a pilot request for proposal has been launched in the wide-body long-range passenger jet category while a further procurement exercise using that method would be launched for the high speed liaison segment in early 2011. The report also indicates the intention to progressively extend the use of the request for proposal method to all categories of air transport requirements during 2011 (A/65/738, para. 25). The Secretary-General further states that the introduction of this method will require a re-examination of the currently applied cost structure whereby, except for short-term charters, the United Nations does not guarantee flying hours to the vendor but guarantees a fixed reimbursement in respect of the rental of aircraft and crew, with reimbursement for each flying hour completed being made at a reduced rate (ibid., para. 26).

82. Upon enquiry, the Advisory Committee was informed that a request for proposal should be used for the procurement of goods and services that cannot be quantitatively or qualitatively expressed in sufficient detail to allow for the use of an invitation to bid, for example, professional or other complex goods or services. In the case of air services procurement, the Committee was informed that some requirements, such as the company safety record, maintenance records, age of

aircraft, fuel consumption and demonstrated ability to implement operational efficiencies, cannot be adequately expressed quantitatively or qualitatively, thus making the use of a request for proposal more suitable. The Committee was further informed that solicitations based on the latter method are expected to support the principle of "best value for money" as contained in regulation 5.2 of the Financial Regulations and Rules of the United Nations.

83. The Advisory Committee recalls that the recommendation to change to the request for proposal methodology first arose in a 2008 consultancy study that provided an analysis of the costing structure of air operations (A/62/727, para. 48). Subsequently, in 2009, in its audit on the management of peacekeeping air operations, the Office of Internal Oversight Services also recommended that the Department of Management assess the feasibility of using the request for proposal method for the procurement of air charter services. **The Committee notes the transition to the use of the request for proposal solicitation method and requests that lessons learned from the pilot project, including as they may relate to the currently applied cost structure and the impact, if any, on the diversity of vendors attracted, be included for consideration by the General Assembly in the next overview report of the Secretary-General on peacekeeping operations before a change to the request for proposal method is made for all categories of air transport requirements.**

Management of the United Nations air fleet

84. Section IV of the report of the Secretary-General outlines the roles and responsibilities of the various entities involved in the management of the United Nations peacekeeping air fleet (A/65/738, paras. 27-50). The report states that the Department of Field Support at Headquarters is responsible for policy, planning and oversight of all United Nations air operations and strategic movement, while responsibility for global day-to-day operations is assumed by the Strategic Air Operations Centre in the Global Service Centre in Brindisi. In the context of the proposed budget of UNLB for the 2011/12 period, and subject to the approval of the General Assembly, it is also proposed to transfer the existing Airfield and Air Terminals Unit from the Department of Field Support at Headquarters to the Global Service Centre at UNLB to address aviation infrastructural requirements as well as associated modularization issues. The Secretary-General indicates that, at a regional level, the Transportation and Movements Integrated Control Centre, which is part of the Regional Service Centre at Entebbe, supports the field missions supported by the Department of Field Support in Central and Eastern Africa. The Secretary-General states that all air assets are acquired on a mission-by-mission basis and are subject to the individual budgets approved for each mission in support of its mandate and that mission leadership has responsibility for the full utilization of the air assets and the safety, quality and performance of the air carriers and aviation contingents concerned (ibid., para. 8). The Advisory Committee notes that, as outlined by the Secretary-General, the lines of authority and accountability for the use of air assets are currently retained at mission level. As noted in paragraph 88 below, the Committee is of the view that further consideration should be given to this issue in the context of the global management of air operations. Upon enquiry, the Committee was provided with a table outlining the respective responsibilities of the Department of Field Support at Headquarters, the Strategic Air Operations Centre,

the Transportation and Movements Integrated Control Centre and the field missions (see annex III).

85. The Secretary-General states that the development of suitable metrics and key performance indicators to measure efficiency gains is fundamental to evaluating the approach being taken in respect of air fleet management (A/65/738, para. 28). It is also indicated that progress and annual performance reports will contain estimates of such efficiency gains and that the benchmarks will largely derive from a reduction in the number of strategic air assets, a reduction in the number of flights conducted, maximizing utilization of existing strategic/tactical air assets and a reduction in global aviation fuel expenditures. **The Advisory Committee shares the view that the measurement of such benchmarks is critical to monitoring the management of global air operations and regrets that, to date, none have consistently been reported on. In their absence, no baseline exists to measure the effectiveness of current operations or, over time, the impact of the ongoing initiatives. The Committee therefore urges the Secretary-General to expeditiously identify the key performance indicators to be used and to ensure that the required data collection is undertaken. The indicators chosen should enable comparisons of effectiveness and efficiency over a number of financial periods irrespective of changes in fleet size, which can be significantly impacted by the start-up or liquidation of a mission. The Committee requests that the selected performance indicators, together with the related baseline data, be included in the next overview report to the General Assembly.**

86. The Secretary-General states that the initiatives outlined in his report are expected to reduce the overall cost of the aviation fleet, while providing a more effective and responsive service delivery to missions. Specific additional initiatives aimed at achieving that goal include: (a) a comprehensive review of the existing aircraft fleet; (b) the implementation of "hub and spoke" networks with the missions and regional flight interlink in Eastern Africa; (c) the implementation of new route structures; (d) the development of a holistic approach and understanding of strategic fuel management and; (e) the acquisition of back office technologies to support real-time monitoring and cost reduction (A/65/738, para. 29). **The Advisory Committee has noted with concern the findings of the Board of Auditors in respect of the underutilization and low occupancy rates in certain missions (A/65/5 (Vol. II), paras. 238-250). The Committee also notes the financial impact of the increase in the cost of aviation fuel, as highlighted in the Secretary-General's report (A/65/738, para. 6). The Committee expects that the initiatives outlined by the Secretary-General will have a positive impact in these areas and that future reports will provide quantitative evidence of progress in that regard.**

87. The Secretary-General indicates the formal establishment of the Transportation and Movements Integrated Control Centre at the Regional Service Centre at Entebbe, in accordance with the decision of the General Assembly in its resolution 64/269. The main focus of the work of the Control Centre would be to achieve integrated planning of the movement of personnel and cargo between missions in Africa, resulting in efficiencies through a more focused demand analysis. It is also indicated that two medium-haul aircraft, one from UNMIS and one from UNAMID, have been assigned to the Control Centre to generate a regional flight schedule and to carry out regional troop rotation in Africa. The Committee was informed that the Control Centre had not yet reached full planning capacity as this is dependant on the implementation of the electronic systems in respect of the movement of personnel

(e-MOP) and for cargo (e-CARGO), which are due to be implemented by 30 June 2011 to aggregate all inter-mission movement requirements. The initial cost-benefit analysis presented to Member States in the global field support strategy (A/64/633) quantified the benefits of the establishment of the Control Centre at approximately $47 million during 2010/11. In the current report, the Secretary-General states the pooling of aircraft by the Control Centre had, to date, generated a saving of approximately $27 million as a result of the reduction of four air assets from missions. **Although the Committee welcomes the savings of $27 million that have been realized through the operation of the Control Centre, it is of the view that, in the context of an overall air operations budget of approximately $1 billion, additional efficiencies can be identified. The Committee expects that efforts to realize further efficiencies will remain a management priority and requests that future reports to the General Assembly provide information on the savings achieved and on those projected for future periods.**

88. The report of the Secretary-General states that aircraft used for strategic intercontinental and regional inter-mission airlifts must be shared between missions to achieve optimal levels of utilization (A/65/738, para. 17). The report further states that allowing for the operational tasking of shared assets for regional, inter-mission and global air support tasks is essential to achieve efficiencies (ibid., para. 35). **The Advisory Committee supports the progress made towards integrated global fleet management. Noting the Secretary-General's indication that mission leadership has responsibility for the full utilization of its air assets, the Committee considers that the initiatives outlined in the current report, for example in respect of shared air assets, may impact on lines of accountability. The Committee considers that lines of authority and accountability must be clarified and must also be aligned. The Committee is therefore of the view that further consideration should be given as to how this can best be achieved in the context of the global management of United Nations air assets. The Committee requests that this issue be addressed in the next overview report to the General Assembly on peacekeeping operations.**

89. The report of the Secretary-General indicates that the implementation of an electronic Air Transport Management System is a priority in order to facilitate the global management of air operations. The report also indicates that initial procurement process to acquire a commercial platform did not produce a satisfactory outcome and that the Secretariat was pursuing an alternative solution (A/65/738, para. 36). In this connection, the Committee notes the findings of the Board of Auditors that the current data management system used by the Air Transport Section of the Department of Field Support, which was developed in-house, included inconsistent or incomplete operational data (A/65/5 (Vol. II), para. 249). **In the light of the above, the Advisory Committee underscores the importance of the timely identification and implementation of a suitable data management system, which is a prerequisite for the effective monitoring and management of United Nations air operations.**

Military aircraft

90. In respect of military aircraft that are provided under letters of assist, the Secretary-General states that further to his report to the Special Committee on Peacekeeping Operations in 2010 (A/64/768) the terms and conditions of letters of assist are presently under review by a Department of Peacekeeping

Operations/Department of Field Support working group, in consultation with Member States. Such a review would seek to ensure that the specifications are relevant and adequate to meet the needs of evolving mission mandates. In addition to a review of rates of reimbursement to Governments, the report indicates that an examination is also being undertaken of military aircraft utilization and operational availability (A/65/738, para. 52). Upon enquiry, the Committee was informed that the report of the working group was due to be finalized and presented to senior management in April 2011. **The Advisory Committee expects that the current review will identify factors that can facilitate the provision of military aircraft for deployment in field missions by troop-contributing countries and requests that the main findings and recommendations be presented in the context of the next overview report to the General Assembly on peacekeeping operations.**

Aviation standards, quality, performance and aviation safety

91. In respect to aviation safety, the Secretary-General sets out the aviation regulatory regime of the Department of Field Support in section VI of his report (A/65/738, paras. 54-75). For commercial operators the applicable aviation standards are stated as being the International Civil Aviation Organization (ICAO) Standards and Recommended Practices and the United Nations Aviation Standards for Peacekeeping and Humanitarian Air Transport. On the other hand, the applicable standards for military aircraft provided under letters of assist are the national military regulations of the respective troop-contributing country. The report states, however, that both commercial and military operations must conform with the applicable regulation of the host Government and to the policy guidance and requirements of the Department of Field Support/Department of Peacekeeping Operations Aviation Manual and Aviation Safety Manual and mission standard operating procedures.

92. The Secretary-General outlines a number of components that constitute the aviation safety regime in peacekeeping. These include the aviation quality assurance programme of the Department of Field Support, which involves proactive monitoring of both commercial and military air components, focusing on areas such as aircrew qualifications and training, the adequacy of maintenance regimes and operational conformity with United Nations procedures and applicable rules and regulations (A/65/738, paras. 58–60). Upon enquiry, the Advisory Committee was informed that procedures referred to were the Department of Peacekeeping Operations Aviation Manual and the mission specific aviation standard operating procedures. The Committee was further informed that the applicable rules and regulations refer to the civil aviation regulations of the civil aviation authority of the air carrier for commercial air operators, the military regulations of military aviation units and the civil aviation rules and regulations of the host country in respect of both commercial carriers and military aviation units.

93. The Secretary-General further outlines the air operator vendor prequalification process, whereby companies wishing to participate in bids for the provision of air services undergo a technical and operational assessment by the Air Transport Section of the Department of Field Support, using criteria reflecting both international standards and the United Nations Common Aviation Safety Standards. Upon enquiry, the Advisory Committee was informed that the international standards referred to are the ICAO Standards and Recommended Practices promulgated under the International Civil Aviation Convention (Chicago

Convention). In addition, a financial, commercial and reputational review is also carried out of interested companies by Procurement Division. Furthermore, before the award of a contract in respect of a particular procurement exercise, an aviation audit/inspection of prospective air operators is also carried out by the Department of Field Support (A/65/738, paras. 61-63). A list of approved air carriers is provided in the report of the Secretary-General (ibid., annex V). **The Advisory Committee notes the Secretary-General's efforts to ensure diversity in the approved air carriers and encourages continued work to achieve further diversity, with due regard to the paramount importance of upholding aviation safety standards (see also paras. 94-96 below).**

94. A further area of focus in the Secretary-General's report, aviation safety, is mainly concerned with the identification of aviation hazards, evaluation of the risks involved and implementation of appropriate risk mitigation measures. As outlined in the report of the Secretary-General, a formal aviation safety structure has been put in place both at Headquarters and in the field in order to address all aviation safety-related issues (A/65/738, paras. 68-75). Overlying these structural elements, the report also highlights the importance of ongoing training of aviation specialists, indicating that the Department of Field Support circulates a standardized aviation training and certification programme required of all aviation specialists every year (ibid., paras. 64-67). **Given its importance to the safety of personnel, the Advisory Committee shares the view that the certification of aviation specialists is a priority and expects that it will be given due consideration in the development of mission training plans (see para. 114 below).**

95. The report of the Secretary-General also highlights the work of the Aviation Technical Advisory Group in setting United Nations aviation standards. It is stated that the group, which comprises the Department of Field Support, aviation specialists of WFP and an ICAO representative, was set up to promote aviation safety, mitigate risk to the organization and United Nations personnel, and also to facilitate interoperability between the United Nations and WFP (A/65/738, para. 57, and annex IV). Upon enquiry, the Advisory Committee was informed that the first set of common aviation standards were completed in 2003 and were simultaneously approved and introduced by the Under-Secretary-General for Peacekeeping Operations and the Executive Director of WFP. The report states that an update of the aviation standards has been developed by Aviation Technical Advisory Group. The Committee was informed that the standards include provisions related to safety issues such as: ageing aircraft policies, flight crew minimum experience requirements, safety management system requirements and qualifications requirements for United Nations personnel regarding the management of aviation, aviation safety and quality assurance. The Committee was further informed that version 2 of the aviation standards had been developed with the active participation of the ICAO secretariat, with the final text being finalized by subject matter experts in the ICAO secretariat. The Secretary-General states that ICAO has confirmed that version 2 of the United Nations Common Aviation Safety Standards is fully consistent with the International Civil Aviation Standards and Recommended Practices. In this regard, the Advisory Committee was provided with a letter from the Director of the ICAO Air Navigation Bureau to the Director of the Logistics Support Division of the Department of Field Support, through which this information was conveyed (see annex IV).

96. In paragraph 57 of his report, the Secretary-General states that ICAO shares the views of the Joint Inspection Unit in respect of the need to afford the United Nations Common Aviation Safety Standards a higher status within the United Nations system. Accordingly, the Secretary-General is requesting the General Assembly to take note of version 2 of the United Nations Common Aviation Safety Standards and his intention to promulgate them. The Advisory Committee notes that in its recommendation the Joint Inspection Unit requested the Secretary-General to: report on the legal status of the United Nations Common Aviation Safety Standards and the state of their implementation; review the adequacy of their contribution to ensuring aviation safety and security to protect the personnel of the United Nations system organizations; and, based on this report and review, invite the General Assembly to consider and decide on upgrading the status of the Safety Standards with the necessary modifications at its sixty-fifth session (JIU/NOTE/2008/3, recommendation 3). Upon enquiry, the Committee was informed that version 2 of the United Nations Common Aviation Safety Standards had been approved by the Executive Director of the World Food Programme in March 2008 and that it had been implemented at that organization. In respect of the Department of Field Support, the Committee was informed that elements of the United Nations Common Aviation Safety Standards, as approved in 2003, have since been superseded, reflecting developments and amendments to the ICAO Standards and Recommended Practices on which they are based, as required by international convention. However, version 2 of the standards, which incorporates these changes, was not in force since all of the standards had not yet been approved.

97. The Advisory Committee recalls General Assembly resolutions 60/266 and 61/276, in which the Assembly called, inter alia, for strengthened coordination with relevant United Nations entities in the area of air operations. In this regard, the Committee reiterates its position that the completion of the United Nations aviation standards should make it easier to share air assets with WFP (A/62/781, para. 45). The Committee was informed that a draft global memorandum of understanding was being developed with WFP covering many areas of potential cooperation, including aviation. **The Committee encourages the expeditious completion of this memorandum of understanding, which should facilitate strengthened cooperation and coordination. The Committee requests that the next overview report to the General Assembly include an update on the status of the memorandum of understanding and more detailed information on areas of cooperation.**

Recommendation

98. **The Advisory Committee recommends that, in its consideration of the actions proposed by the Secretary-General in paragraph 77 of his report, the General Assembly take into account the information provided by the Committee in paragraphs 95 and 96 above.**

B. Special measures for protection from sexual exploitation and sexual abuse

99. The report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse (A/65/742) provides information on allegations of sexual exploitation and abuse in the United Nations system during 2010, the

status of investigations into those allegations and progress made in the enforcement of United Nations standards of conduct related to sexual exploitation and abuse.

100. The Advisory Committee notes that during 2010 the number of allegations received (116) reflected a decrease over the number received in 2009 (154). Of that number, 85, or 73 per cent, related to personnel deployed in peacekeeping and special political missions supported by the Department of Field Support. The 85 allegations represented a 24 per cent decrease from the 112 allegations reported in 2009 (A/65/742, para. 9). The Secretary-General states, however, that it is a continued cause of concern that 51 per cent of the allegations received involved the most egregious forms of sexual exploitation and abuse, namely sexual activities with minors and non-consensual sex (ibid., para. 10).

101. Of the allegations reported in 2010, 48 per cent (41 allegations) involved military personnel, 39 per cent (33 allegations) involved civilian personnel and 13 per cent (11 allegations) involved police personnel (A/65/742, para. 10). The Secretary-General noted that, as a percentage of those received, allegations involving military personnel continued to decline while those relating to civilian personnel have increased. The Secretary-General states that this points to the need to re-engage with civilian and police personnel through additional and more targeted awareness-raising and preventive measures (ibid., para. 18). **The Advisory Committee sees merit in continued efforts being directed towards civilian and police personnel, but points out that this should not lead to a reduced focus on military personnel. The Committee requests that the information on the additional steps taken with regard to civilian and police personnel be provided in the next overview report.**

102. Upon enquiry, the Advisory Committee was provided with information on the number of allegations received, by category of personnel, over the past five years. The information provided is detailed in table 5 below. The Secretary-General states that the data points to the significant inroads that have been made in combating sexual exploitation and abuse, most notably in respect of military personnel. This progress is attributed to a more systematic delivery of training before and after deployment to military personnel, to the routine briefings given to Force Commanders and, in a number of cases, to the relocation of military camps from cities and villages (A/65/742, para. 20).

Table 5
Allegations of sexual exploitation and abuse involving peacekeeping personnel

Category	*2006*[a]	*2007*	*2008*	*2009*	*2010*
Civilian[b]		35	27	38	33
Military		56	49	55	41
Police		24	7	16	11
Unidentified		12	—	3	—
Total	**357**	**127**	**83**	**112**	**85**

[a] Breakdown of allegations by category is not available.

[b] Includes employees of United Nations subcontractors, representing the following allegations, 2007 (3), 2008 (1), 2009 (3) and 2010 (2).

103. **The Advisory Committee notes the generally positive trend in the reduced number of allegations of sexual exploitation and abuse involving peacekeeping personnel and commends the joint efforts of the Secretary-General and troop- and police-contributing counties which have brought this about. However, given the importance of the issue, the Committee emphasizes the need for sustained efforts in this regard.**

104. With regard to the status of investigations into allegations reported, the Secretary-General states that investigations had been completed in respect of 38 per cent of allegations received in 2010, 60 per cent of cases from 2009 and 74 per cent of cases from 2008. Of the investigations that had been completed, 55 per cent of allegations made in 2010 were substantiated, a figure that is broadly in line with those for 2009 (51 per cent) and 2008 (63 per cent) (A/65/742, para. 12). The Secretary-General notes, however, that allegations found to be unsubstantiated through an investigation were not necessarily false or made in bad faith. He states that allegations were often found to be unsubstantiated because of factors such as a lack of conclusive evidence, a lack of witnesses or the impossibility of positively identifying alleged perpetrators (ibid., para. 19).

105. The Advisory Committee notes that making a report or providing information that is intentionally false or misleading constitutes misconduct and may result in disciplinary or other appropriate action against the staff member concerned. Upon enquiry, the Committee was informed that during 2010, the Office of Human Resources Management did not handle any cases concerning possible disciplinary measures involving intentionally false allegations of sexual exploitation and abuse. Furthermore, the Office indicated that no reports of such false allegations were received from any entity, including departments or offices of the Secretariat or from the agencies, funds and programmes of the United Nations system. **The Committee trusts that all necessary measures will be taken to facilitate the reporting of alleged instances of sexual exploitation or abuse.**

106. The Secretary-General indicates that in 2010 communication with Member States continued to increase, in terms of requests made by the Secretariat to Member States to investigate allegations and to follow up on substantiated allegations. The Secretary-General states however, that the absence, or low rate, of information received from Members States on action taken at the investigative or disciplinary levels has an impact on the ability of the Secretariat to provide a comprehensive and complete statistical review and analysis on accountability for sexual exploitation and abuse (A/65/742, para. 21). **The Advisory Committee encourages the Secretary-General to continue engaging with Member States with a view to obtaining information with respect to the status of allegations of sexual exploitation and abuse.**

107. Responding to a request from the Advisory Committee in its previous general report on peacekeeping operations (A/64/660, para. 75), the Secretary-General includes an assessment of the impact of reforms relating to welfare and recreation in respect of special measures for protection from sexual exploitation and abuse. As outlined in paragraph 52 above, the General Assembly will revert to the establishment of minimum welfare and recreation standards for international non-contingent personnel in all peacekeeping operations and special political missions, as proposed by the Secretary-General in his report on the welfare and recreation needs of all categories of personnel (A/63/675 and Corr. 1), at the second

part of its resumed sixty-fifth session. As such, the report of the Secretary-General focuses on the changes approved for military personnel by the Assembly in its resolutions 62/252 and 63/285, namely: (a) granting a recreational leave allowance of 15 days for contingent personnel; (b) granting an interim rate of reimbursement of $2.76 per person per month for Internet access; and (c) specifying the welfare equipment and amenities to be provided in mission areas (A/65/742, para. 22). While the Secretary-General indicates that these elements have an impact on the morale and well-being of military personnel, he states that there is currently insufficient data to allow for an in-depth analysis. The Secretary-General further states that, even were such information available, it would be extremely difficult to isolate the impact of the above reforms on the behaviour of military personnel with regard to sexual exploitation and abuse from that of other factors (ibid., para. 23).

108. In section IV of his report the Secretary-General provides information on initiatives being undertaken to enforce United Nations standards on conduct related to sexual exploitation and abuse. The Secretary-General highlights the review of activities related to protection from sexual exploitation and abuse by United Nations personnel, under the auspices of the Inter-Agency Standing Committee, which was completed in June 2010 (A/65/742, paras. 25-27). While the review found that more needed to be done in the humanitarian community, it stated that, within peacekeeping, considerable resources had been devoted to ensuring that managers were trained, received support and were required to ensure that mechanisms on protection from sexual exploitation and abuse were in place. The review further stated that a cultural change was apparent in peacekeeping and that mission leaders were aware that they will be held accountable through the performance management system should cases of sexual exploitation or abuse occur.

109. The Secretary-General states that the review concluded that the advancement of the issue of protection from sexual exploitation and abuse in the humanitarian community would be best served if the Inter-Agency Standing Committee were to resume leadership on the matter. To that end a task force, on which the Department of Field Support represents peacekeeping, was established under the direction of the Standing Committee, with a two-year mandate focused on strengthening field activities (A/65/742, para. 28). **The Advisory Committee trusts that the new approach will address the shortcomings that were identified in the global review undertaken in 2010.**

110. The report of the Secretary-General provides an update on the activities of the Conduct and Discipline Unit at Headquarters and the teams in the field, focusing on their activities in relations to training, the development of guidance, awareness-raising and communications materials, as well as a public website that was launched in October 2010 (A/65/742, para. 32). The Unit's website (http://cdu.unlb.org/) provides statistical information on allegations of sexual exploitation and abuse, including disaggregated data on the number of allegations received, the status of investigations and the status of referrals into allegations of misconduct referred to Member States for follow-up. The Advisory Committee was informed that the information on the website does not disclose information on the specific circumstance of allegations, the individuals involved or their nationalities. **The Committee welcomes the launch of the public website which will facilitate a better understanding of the state of conduct and discipline in peacekeeping operations.**

C. Progress of training in peacekeeping

111. The report on progress of training in peacekeeping (A/65/644) was submitted pursuant to resolution 64/269, in which the General Assembly endorsed the recommendation of the Advisory Committee on Administrative and Budgetary Questions that the Secretary-General be requested to prepare a comprehensive report on training in peacekeeping (see A/63/746, para. 148). The Secretary-General states that the progress report builds on the new direction for peacekeeping training summarized in the 2009 report on the progress of training in peacekeeping (A/63/680) and illustrates improvements made in all phases of the training cycle, including identifying and prioritizing training needs, setting standards, ensuring efficient training delivery and outlining new systems for monitoring and evaluating the impact of training. The Secretary-General also states that the achievements to date illustrate that peacekeeping training is a strategic investment that can enable the provision of personnel more capable of meeting the complex challenges facing United Nations peacekeeping in its consolidation phase.

Identification and prioritization of training needs

112. The Secretary-General states that the training needs assessment carried out in 2008 highlighted the importance of establishing a governance mechanism to define clear peacekeeping training priorities. To address that finding, the policy on training for all United Nations peacekeeping personnel, adopted in May 2010, established a Department of Peacekeeping Operations/Department of Field Support senior management working group, chaired by the Chief of Staff, whose functions include the approval of strategic level peacekeeping training priorities. The report of the Secretary-General details the strategic and cross-cutting level training priorities approved by the working group in July 2010. Those priorities are outlined in table 1 of the report, organized by category of personnel, with each activity described as being mandatory, recommended, other, job specific and technical, or for military, police and corrections officers. Those priorities were communicated to peacekeeping operations in August 2010, together with direction on their implementation in the current financial period and guidance on the preparation of mission training budget submissions for 2011/12.

113. The Advisory Committee was informed that following the decision of the General Assembly on the peacekeeping support account for the 2010/11 period, funding of some $2.8 million, representing a reduction of approximately 43 per cent compared with the proposed requirements, was appropriated for the Integrated Training Service, Department of Peacekeeping Operations. The Committee was also informed that, taking into account the reduced level of funding available, the Department of Peacekeeping Operations/Department of Field Support working group had agreed that the following priority activities should be maintained: (a) safety and medical training; (b) the Senior Mission Administration and Resource Training Programme (SMART); (c) support to Member States; (d) protection of civilians training; (e) the Senior Leadership Programme; (f) Office of Human Resources Management mandatory courses; and (e) team-building in missions. In addition, the Committee was informed that $1.7 million in extrabudgetary funds had been raised by the Department of Peacekeeping Operations to supplement support account funding.

114. At the mission level, the Secretary-General states that the policy on training for all United Nations peacekeeping personnel requires each mission to develop a comprehensive mission training plan that incorporates the strategic priorities and mission-specific training needs for military, police and civilian personnel (see A/65/644, para. 7). The report of the Secretary-General indicates, however, that at the time of submission, only five missions had completed the required training plans. **The Advisory Committee is concerned that the majority of missions have yet to complete the required comprehensive mission training plans. Given that overall peacekeeping training resources for the current period exceed $25 million, of which mission budgets account for $18 million, the completion of the plans should be a priority. As such, the Committee recommends that the Secretary-General be requested to ensure that all missions comply with this requirement.**

115. **The Advisory Committee has repeatedly emphasized the need for training programmes and objectives to be linked to mandate implementation and organizational goals. The Committee views the establishment of strategic peacekeeping training priorities and the requirement for comprehensive individual mission training plans to reflect mission-specific needs as a positive step towards ensuring that this linkage occurs. The Committee expects that requests for training resources within the proposed mission budgets for the 2012/13 period will be made on the basis of clearly identified priorities laid down in the training plans of the respective missions.**

116. The Secretary-General states that the prioritization mechanism which has been put in place has allowed for better planning by different training entities and improved coordination within the Departments of Peacekeeping Operations and Field Support, and with the Office of Human Resources Management. The Secretary-General notes, however, that there is a need for similar coordination and prioritization of training between those Departments and other Secretariat departments which are carrying out training for peacekeeping personnel. The Secretary-General states that the Learning Advisory Board provides a potential mechanism to prioritize and coordinate training requirements and funding that affect peacekeeping operations (see A/65/644, para. 9). **The Advisory Committee recalls its previous recommendation that the Secretary-General be requested to clarify which aspects of training activities are best supported by a central training structure for the Secretariat as a whole and which should be serviced by a distinct unit addressing the unique requirements of peacekeeping (see A/63/746, para. 146). Noting the gap in coordination highlighted by the Secretary-General, the Committee requests that the next overview report on peacekeeping operations specify the measures being taken to address this issue (see also para. 139 below).**

Setting of training standards

117. The report of the Secretary-General indicates that United Nations peacekeeping training standards are being developed for each of the three phases of training: predeployment; induction; and ongoing training. With regard to predeployment training, the Secretary-General indicates that updated core predeployment materials, aimed at providing all personnel with a shared understanding of the fundamental principles, rules and regulations that apply in United Nations peacekeeping, were issued in 2009 for military and police personnel as well as for civilians undergoing the civilian predeployment training course (see A/65/644, para. 11). In addition, specialized training materials for individual police officers were issued, while

preliminary versions of materials for military experts on mission, corrections officers and formed police units have been developed and tested, and are expected to be issued to Member States in early 2011. The development of materials for military staff officers, infantry battalions and medical units is due for completion during 2011.

118. With regard to induction training, the Secretary-General states that updated mission-specific induction training standards, covering such topics as mission mandates, strategic priorities, mission structures, cooperation with the United Nations country team and mission-level policies and standard operating procedures, were issued in August 2010 (see A/65/644, para. 13). As to ongoing training, the Secretary-General states that the Integrated Training Service is responsible for setting standards on cross-cutting issues for peacekeeping personnel during their deployment, while standards for job-specific and technical training are set by the responsible offices within the Departments of Peacekeeping Operations and Field Support (see A/65/644, para. 14). The Secretary-General also states that the two Departments are working with partners to initiate the development of a common peacekeeping curriculum which would include, for staff members at the P-3 level and above, foundational training emphasizing the basic roles, functions and interdependencies of mission components and partners, and for substantive section heads, training on strategic planning, programme management and administrative skills. The Departments are also currently piloting a methodology to deliver scenario-based exercises targeting decision-making, crisis management and information-sharing processes. Regarding job-specific and technical training, standards are currently under development for 24 of the 35 substantive and support components that exist in multidimensional peacekeeping operations (see A/65/644, paras. 16 and 17).

119. **The Advisory Committee recognizes the importance of training standards to ensure that training participants acquire the same level of knowledge or skills irrespective of where they undergo instruction. The Committee therefore welcomes the work that has been completed to date in the establishment of such standards and encourages continued efforts to complete those which remain outstanding in a timely manner. The Committee requests that information on the status of their completion be included in the next overview report on peacekeeping operations.**

Efficient delivery of peacekeeping training

120. With regard to training delivery, the Secretary-General states that such delivery involves collaboration and partnership with Member States for the predeployment training for uniformed personnel; with the Departments of Peacekeeping Operations and Field Support, and the Secretariat for cross-cutting training and job-specific and technical training for civilians; and with peacekeeping missions for induction and ongoing training once personnel are deployed to the field. The Secretary-General states, however, that the full development of the peacekeeping training architecture for capability development initiatives for troop and police contributors, civilian staff development and direct training support to missions will entail a wider and more extensive partnership, including peacekeeping training institutions worldwide as well as training entities within both the Secretariat and the wider United Nations system (see A/65/644, para. 18).

121. While predeployment training for military and police is delivered by the peacekeeping training institutions of Member States, the report details support provided by the Departments of Peacekeeping Operations and Field Support to Member States through train-the-trainers programmes and, on occasion, by the deployment of mobile training teams. In addition, training materials are made available through the peacekeeping resource hub website and through a virtual community of practice for trainers in Member States, which was launched in 2010 (see A/65/644, paras. 19 and 20). **The Advisory Committee welcomes the initiatives outlined by the Secretary-General and encourages efforts to further strengthen cooperation in the area of peacekeeping training.**

122. The Secretary-General states that as an increasing number of training standards are adopted and demands for cross-cutting and job-specific technical training expand, the Departments of Peacekeeping Operations and Field Support will increasingly have to rely on partnerships to deliver training in order to meet all of the identified priorities. The Secretary-General states that this would allow training resources allocated to the Departments' headquarters to be used primarily in the management of the overall peacekeeping training system, standard-setting and monitoring and evaluation for quality assurance (see A/65/644, para. 23).

123. The report of the Secretary-General indicates that the division of labour between the Office of Human Resources Management and the Integrated Training Service has been clarified and formalized. The Service leads on the identification and prioritization of training needs for peacekeeping, which includes promoting and monitoring adherence to relevant Secretariat/Office of Human Resources Management training standards for civilian personnel. The Departments of Peacekeeping Operations and Field Support coordinate with the Office on resource allocation and the delivery of Office of Human Resources Management courses in the field. The Office maintains quality assurance, including through the certification of trainers. The Secretary-General states that the implementation of this coordinated approach has resulted in the certification of more than 37 trainers in missions to deliver Office of Human Resources Management courses (see A/65/644, para. 24).

124. The Secretary-General also highlights the policy of increasing training capacities within missions as part of a broader approach for promoting the most cost-effective locations for the delivery of training. The Secretary-General states that, where possible, courses are delivered directly in mission or through cooperation between missions and/or offices away from Headquarters in the same region in order to minimize travel costs (see A/65/644, para. 25).

125. The Secretary-General indicates that discussions are under way with the United Nations System Staff College and the United Nations Institute for Training and Research (UNITAR) to collaborate on the delivery of the Senior Mission Leaders Course and the development and delivery of the common peacekeeping curriculum and scenario-based exercises described in paragraph 118 above. The Secretary-General states that the Departments of Peacekeeping Operations and Field Support would continue to define the training objectives and learning outcomes, while the Staff College and UNITAR leverage their comparative advantages in instructional design and delivery methodologies (see A/65/644, para. 26).

126. As to e-learning, the report of the Secretary-General states that generic e-learning courses are made available to missions through UN.Skillport, with approximately 2,700 personnel having registered for courses since May 2009. It is

further stated that the Departments of Peacekeeping Operations and Field Support are increasingly using e-learning for job-specific and technical training. Based on the lessons learned from these initiatives, the Secretary-General states that the Departments and the Office of Human Resources Management are finalizing guidance on the minimum standards for design and delivery of e-learning projects to ensure that online training is equally accessible to personnel in peacekeeping operations as in other Secretariat departments (see A/65/644, paras. 27 and 28). Upon enquiry, the Advisory Committee was informed that there is currently no Secretariat-wide platform to host existing e-learning courses, although such a facility is to be included in the Learning Management System being developed by the Office of Human Resources Management. **The Advisory Committee continues to be of the opinion that distance learning, including e-learning, should be utilized more often as a training delivery method (see A/63/746, para. 63).**

127. **The Advisory Committee notes the initiatives outlined in the report of the Secretary-General with regard to the delivery of peacekeeping training. The Committee stresses the importance of continued efforts to ensure that training delivery is carried out in an efficient and cost-effective manner while maintaining the quality of training provided. The Committee requests that concrete measures in this area, including with regard to collaboration with other training entities, be outlined in future overview reports to the General Assembly.**

Monitoring and evaluation of training

128. The Secretary-General states that, historically, the primary constraints on effective monitoring and evaluation of training have been the lack of basic output data, such as numbers of courses delivered or numbers and categories of personnel trained, and the inability to collect evaluation data from participants throughout the system. To address this matter, the Secretary-General states that the Departments of Peacekeeping Operations and Field Support are rolling out an electronic training management system (e-TMS) in 11 Department of Peacekeeping Operations-led peacekeeping operations and 2 special political missions. In addition to compiling information, across missions, on courses delivered, personnel trained and the categories and types of personnel requesting training, the system would collect and aggregate the immediate reaction of participants upon completion of their training (see A/65/644, para. 32). **The Advisory Committee has consistently called for comprehensive data to be provided on training activities, including information on the numbers and categories of personnel being trained and the courses undertaken (see A/63/746, para. 148). The progress report (A/65/644) does not include this information. The Committee requests that the collection of such data be initiated as a matter of urgency and expects that information will be included in the next overview report on peacekeeping operations.**

129. With regard to the evaluation of training, the Secretary-General indicates that the Departments of Peacekeeping Operations and Field Support are working to implement a return on investment methodology to evaluate the impact of training on performance and, where possible, to compare quantifiable programme benefits with costs (see A/65/644, para. 35). The Secretary-General states, however, that an internal review of its programmes by the Integrated Training Service found that, in most cases, the training objectives required further refinement and explicit linkage to the strategic objectives of the Departments to enable quantifiable impact measurement. It was further stated that comprehensive data on development and

delivery costs were often not available. In order to develop the improved procedures to address these issues, the report states that two evaluation case studies are being carried out: on the "Lean Six Sigma" training programme and on SMART. The Secretary-General states that the results and lessons learned from the Lean Six Sigma and SMART evaluations and the full implementation of e-TMS should lead to the establishment of a robust monitoring and evaluation system across peacekeeping training (see A/65/644, para. 43). **The Advisory Committee expects that priority will be given to completion of the two evaluation case studies being undertaken and, taking into account the lessons learned from these studies, to the subsequent implementation of an effective evaluation system for training.**

Impact of the Senior Mission Administration and Resource Training Programme

130. In response to the request of the Advisory Committee for an assessment of the effectiveness of SMART, additional information on the impact of the training programme is provided by the Secretary-General in paragraphs 38 to 43 of his report (A/65/644). In particular, the Secretary-General outlines the findings of an evaluation carried out in 2010 which indicated that although additional time was required for the training to show an impact in the field, a survey of participants and their supervisors had found that a majority believed that the course had improved their managerial and fiduciary responsibilities and had had a positive impact on the general job attitude of participants (see A/65/644, para. 40).

131. The evaluation concluded that SMART should generally continue in its current form and that a strategy should be developed to evaluate the return on investment. The evaluation also recommended a number of other changes which had been accepted, including the incorporation of the Management Development Programme, run by the Office of Human Resources Management, and other existing standardized courses, such as the course on ethics; the development of new modules on planning, risk management, project management and international accounting standards; and improved clarity on the roles of mentors. Participants also indicated a strong preference for United Nations staff to deliver the sessions rather than external consultants and it is stated that this transition to the use of staff would be gradually introduced (see A/65/644, para. 41). **The Advisory Committee notes the preference expressed by participants in SMART for training to be delivered by staff and reiterates its request for clear criteria for the use of consultants for training activities to be provided (see A/63/746, para. 148).**

132. The report further indicates that a return on investment evaluation is currently being carried out to measure the results of the training provided through SMART over a longer period of at least three years (A/65/644, paras. 42 and 43). **The Advisory Committee notes the generally positive findings of the evaluation of SMART carried out in 2010. Given the significant resources devoted to the programme, the Committee looks forward to further information on the impact of the training programme on improved performance.**

Resources

133. Information on the resources utilized for peacekeeping training are provided in section VI of the report of the Secretary-General (see A/65/644, paras. 44-50). The report states that for the 2010/11 period, regular budget resources allocated to training and development represent some 1.12 per cent of staff costs. Funds from the

support account for peacekeeping operations are stated as representing some 1.29 per cent of staff costs at Headquarters. The report states that an analysis of expenditures since 2008 illustrates that financial resources are increasingly being targeted at training activities aimed at all categories of personnel. For the 2009/10 period, the report states that 16 per cent of peacekeeping support account training resources were allocated to training activities for all categories of personnel, 24 per cent for uniformed personnel and 61 per cent for civilian personnel (see A/65/644, para. 45). Upon enquiry, the Advisory Committee was informed that the figures in respect of the distribution of resources outlined in the report related only to the support account funding approved for the Integrated Training Service, Department of Peacekeeping Operations, and did not encompass the totality of support account training funds or training expenditures by peacekeeping missions.

134. In order to structure funding allocations more consistently for peacekeeping training, the Secretary-General states that the Departments of Peacekeeping Operations and Field Support are implementing a partnership strategy whereby the Departments retain control over training standards and content while leveraging the comparative advantage of other entities in the cost-effective delivery of training. At the same time, efforts are being made to devolve the delivery costs of programmes aimed at the field through the creation of a cost centre for training based in the Integrated Training Service (see A/65/644, para. 48). The Secretary-General also states that the Departments have put in place a number of mechanisms to improve the cost-effectiveness of current training expenditures. In addition to the prioritization mechanism outlined in section II of his report, the Secretary-General states that the Integrated Training Service reviewed training submissions from offices within the Departments of Peacekeeping Operations and Field Support which were requesting funding under the support account for 2011/12 to ensure that priority needs were being addressed and that any duplication among cross-cutting courses was eliminated. The Secretary-General further outlines a number of criteria for cost-effectiveness against which all training budget submissions have been reviewed (see A/65/644, para. 49).

135. Upon enquiry, the Advisory Committee was provided with information on the approved resources for training for peacekeeping missions, UNLB and the support account for peacekeeping operations for the 2009/10 and 2010/11 periods and those proposed for 2011/12 (see summary table 6 below and annex V). **Given the level of funding being provided for training activities, the Committee is of the view that continued efforts are required to maximize the effectiveness and efficiency with which training programmes are delivered. In this regard, the Committee reiterates its position that travel for training should be kept under close review and limited to the extent possible (see A/63/746, para. 63).**

Table 6

Peacekeeping training resources[a]

	Appropriation 2009/10	*Appropriation 2010/11*	*Proposed 2011/12*
Training consultants	3 942 900	3 831 830	4 450 100
Travel for training	15 256 300	14 014 310	14 055 300
Training fees, services, supplies and equipment	6 585 335	7 228 669	7 745 300
Total	**25 784 535**	**25 074 809**	**26 350 700**

[a] Includes peacekeeping missions, UNLB and the support account for peacekeeping operations.

Conclusions and recommendations

136. **The Advisory Committee notes that the Secretary-General's report does not address a number of the issues set out in paragraph 148 of its previous report (A/63/746), notably information on the numbers and categories of peacekeepers trained, a methodology for costing training activities and clear criteria for the utilization of in-house capacity and consultancy services. The Committee expects that information on these elements will be included in the next overview report to the General Assembly on peacekeeping operations. The Committee also requests that the report provide information on the breakdown of training activities, and the related resources, between mandatory training for all United Nations staff and those focused on specific mission requirements.**

137. **In the view of the Advisory Committee, the report of the Secretary-General reflects progress in a number of areas, but additional efforts are required with regard to the establishment of mission training priorities and in the areas of monitoring and evaluation. In this regard, the Committee reiterates the importance of developing a framework and methodology for the evaluation of training programmes and their impact on enhancing the ability of staff members to discharge their duties, as well as on the efficiency and effectiveness with which such programmes are conducted (see A/64/746, para. 143).**

138. **The Advisory Committee is also of the view that the lack of comprehensive statistical data in the Secretary-General's report is reflective of a gap in the overall management of peacekeeping training. Without ongoing data collection, analysis and reporting of the courses conducted, the costs involved and the numbers and categories of personnel trained, neither management nor Members States have the basis to assess the effectiveness and efficiency of peacekeeping training activities or to analyse trends over a period of time.**

139. **The Advisory Committee considers that the report of the Secretary-General highlights the extent to which the effective delivery of peacekeeping training entails collaboration and coordination within the Secretariat. While elements of peacekeeping training are distinct, the Committee also notes that much of the training being undertaken in the field consists of courses which are mandatory for all staff. At the same time, the Committee is of the view that the need for a mechanism to evaluate training activities goes beyond peacekeeping and, as such, the work being done by the Departments of Peacekeeping Operations and Field Support in this area could have a wider application.**

Given these linkages, the General Assembly may wish to request the Secretary-General to provide a report on training in the Secretariat as a whole to be considered by the Assembly at the main part of its sixty-seventh session.

D. Progress in the implementation of the global field support strategy

140. Pursuant to General Assembly resolution 64/269, the Secretary-General has submitted two reports on the global field support strategy, entitled "Progress in the implementation of the global field support strategy" (A/65/643) and "Standardized funding model of the global field support strategy" (A/65/696 and Corr.1). In addition, other reports currently before the General Assembly that also contain proposals related to the implementation of the global field support strategy. Those reports include budget proposals for the period 2011/12 for UNLB, the support account for peacekeeping operations, UNAMID, MONUSCO and UNMIS. A complete list of reports containing proposals in relation to the implementation of the global field support strategy for the period 2011/12 is provided in annex VI. The comments and recommendations of the Advisory Committee on those proposals are contained in its related reports.

141. The Secretary-General has also submitted a separate report on air operations, as requested by the General Assembly in its resolution 64/269. The report covers the roles and responsibilities of the various entities involved in the management of the United Nations peacekeeping air fleet, including the Strategic Air Operations Centre at the Global Service Centre at UNLB and the Transport and Movement Integrated Control Centre in the Regional Service Centre at Entebbe, Uganda. The related observations and recommendations of the Advisory Committee are contained in section III.A above.

1. Progress in the implementation of the global field support strategy

142. The report of the Secretary-General (A/65/643) was submitted in response to General Assembly resolution 64/269, in which the Assembly took note of the overall concept of the global field support strategy proposed by the Secretary-General (A/64/633) and of the related report of the Advisory Committee (A/64/660). The Assembly requested the Secretary-General to further develop predefined modules and service packages to expedite and improve delivery of services to field missions. It also noted the intention of the Secretary-General that global service packages would be configured and managed from the Global Service Centre at Brindisi, and requested him to further develop and submit for its consideration at its sixty-fifth session specific proposals on the functions to be transferred to the Global Service Centre. In addition, the Assembly decided to establish the Regional Service Centre at Entebbe and requested the Secretary-General to further develop and operationalize, in close consultation with Member States, the concept of the Transportation and Movements Integrated Control Centre at Entebbe.

143. In its resolution 64/269 (sect. VI, para. 29), the General Assembly also endorsed the recommendation of the Advisory Committee concerning the requirement to submit an annual progress report on the implementation of the global field support strategy. The elements to be covered in the annual progress report were outlined in paragraph 159 of the report of the Committee (A/64/660), including timelines, key activities, milestones and project deliverables, baseline information

and benchmarks against which progress could be measured and achievements in terms of improvements in service delivery and increased effectiveness and efficiency. In its report, the Committee observed that some of the proposals of the Secretary-General lacked specificity and noted his intention to develop a detailed implementation plan and more elaborate proposals for achieving the objectives of the global field support strategy, taking into account the outcome of the deliberations of the relevant legislative bodies (ibid., para. 82). **The Advisory Committee notes that the report of the Secretary-General does not provide complete information on all elements requested by the General Assembly. In this connection, the Committee also notes the intention of the Secretary-General to provide more information on the impact of the strategy and present a fuller picture of costs, achievements and benchmarks in his second annual progress report (see A/65/643, summary). The Committee looks forward to receiving this information, which it considers crucial for further decision-making by the Assembly in order to enable successful implementation of the global field support strategy.**

144. The global field support strategy is to be implemented over a five-year period, which began in July 2010, following the adoption of General Assembly resolution 64/269. The objectives of the strategy, as set out in the report of the Secretary-General (A/64/633), are to accelerate mission start-up and deployment, as well as to improve the quality and timeliness of delivery of services to field missions, while achieving greater efficiency and economies of scale. To that end, the Secretary-General proposed a new service delivery model aimed at improving responsiveness to the needs of field missions, underpinned by the following key principles: (a) the Secretariat would continue to set strategic direction, exercise oversight and take policy decisions; (b) global and regional service centres would assume the majority of operational and transactional functions; and (c) the mission support component of field operations would perform only location-dependent activities, and thereby be reduced (ibid., para. 18). **The Committee expects that the implementation of the new service delivery model will lead to higher quality of service, streamlined business processes and improved working methods and will also result in the optimal use of resources and the realization of efficiency gains, including reduced staffing requirements.**

145. The Secretary-General states that the implementation of the strategy rests on four distinct yet integrated pillars: a financial framework; predefined modules and service packages; service centres; and a human resources framework (see A/65/643, summary). In the report, he sets out the governance and management arrangements put into place to manage the transition to the new service delivery model and provides, for each pillar of the strategy, an overview of the activities undertaken and results achieved during the initial five months of implementation, from July 2010 to the issuance of the report in December 2010.

(a) Governance and management arrangements

146. In its previous report (A/64/660), the Advisory Committee observed that the proposals of the Secretary-General constituted a major undertaking with significant impact on organizational structures, lines of accountability, working methods, processes and procedures. The Committee recalls that, in its resolution 64/269, the General Assembly emphasized the need for close consultation with Member States, in particular troop-contributing countries, in the implementation of the Global Field

Support Strategy. The Assembly also requested information on assessment of the adequacy of governance and management arrangements. In paragraph 4 of his report (A/65/643), the Secretary-General indicates that, in order to manage the required change and to also fulfil the consulting requirements with the intergovernmental bodies, mechanisms involving Member States, the Secretariat and the field missions had been established during the first five months of implementation of the strategy.

147. As outlined in the Secretary-General's report (A/65/643, para. 4), the specific mechanisms put in place include giving bimonthly briefings and conducting workshops for the Special Committee on Peacekeeping Operations. The Secretary-General also indicates that a client board has been established to address the concerns of troop- and police-contributing countries. At the mission level, the Secretary-General states that regular field visits are conducted to ensure that the needs of the missions are duly considered and that, for missions served by the Regional Service Centre at Entebbe, a Regional Service Centre Steering Committee meets regularly. Within the Secretariat, the Secretary-General indicates that a Global Field Support Strategy Steering Committee has been set up, chaired by the Under-Secretary-General for the Department of Field Support and comprising representatives of other Secretariat departments, the Director of the United Nations Logistics Base and directors/chiefs of mission support.

148. **The Advisory Committee is of the view that the above-outlined mechanisms constitute a good basis for consultations with the Member States and for managing the required change. From its review of the mechanisms put in place, the Committee observes that the new service delivery model involves Member States, various Secretariat units and field missions operating in a geographically dispersed, multidimensional environment, as well as complex processes. In order to ensure operational effectiveness and continued efficient support to field missions throughout the process, the Committee reiterates its view that robust governance and management arrangements, strong leadership, as well as clear lines of accountability and responsibility, are essential in achieving the intended objectives of the global field support strategy. Adequate communication and coordination will also be of paramount importance to enable the effective management of such a change.**

149. **The Advisory Committee recognizes the need for involvement of all concerned parties, including Member States, Secretariat units and field missions, in the implementation of various elements of the global field support strategy. It cautions, however, against cumbersome and bureaucratic structures that could hinder effective decision-making and weaken lines of authority and accountability. Given the risks in effecting such a major undertaking, the Committee expects that with further experience gained a full assessment of the governance and management structures will be undertaken. The Secretary-General should therefore be requested to keep the governance and management arrangements under review and make any necessary adjustments to ensure their continued operational effectiveness, and to report thereon to the General Assembly. In this connection, the Advisory Committee notes the indication by the Secretary-General that the Office of Internal Oversight Services will be involved in ensuring internal controls and risk mitigation. The Committee also recalls that the Board of Auditors, in its recent audit report (A/65/5 (Vol. II), summary), had also stated its intention to undertake a future audit of the global field support strategy.**

Implementation coordination capacity

150. In its resolution 64/271, the General Assembly approved the establishment of a coordination capacity for the implementation of the global field support strategy, to be located within the Office of Under-Secretary-General for Field Support. As indicated in the report of the Secretary-General (see A/65/643, paras. 68 and 69), the capacity comprises a Principal Officer position (D-1) funded through general temporary assistance for an initial 12-month period, a Senior Programme Officer post (P-5) and an additional four existing posts (2 P-4; 1 P-3, 1 General Service (Other level)), temporarily redeployed to the team to meet workload requirements. In order to maintain the current staffing capacity of six posts/positions, it is proposed to permanently redeploy the four posts and to continue with the temporary assistance Principal Officer position (D-1) for 2011/12. The related resource requirements are proposed in the budget for the support account for peacekeeping operation for 2011/12 (A/65/761). In its related report, the Advisory Committee has recommended approval of the Secretary-General's proposal (A/65/827).

(b) Financial framework

151. In section III of his report (see A/65/643, paras. 6-16), the Secretary-General provides information on the activities undertaken in relation to the development of the standardized funding model for the start-up phase of peacekeeping operations, as requested by the General Assembly in its resolution 64/259. The proposal is fully developed in a separate report (see A/65/696 and Corr.1). The Advisory Committee deals with that issue in section III.E below.

(c) Predefined modules and service packages

152. In its resolution 64/269, the General Assembly noted the intention of the Secretary-General that global service packages would be configured and managed from the Global Service Centre at Brindisi. The Assembly also recognized that delivering modularized service packages at UNLB was aimed at enhancing the operational effectiveness of field missions and stressed the importance of proceeding in that regard. The Secretary-General was requested to further develop predefined modules and service packages in close consultation with troop-contributing countries.

153. The Secretary-General indicates that the first phase of modularization covering the period from July 2010 to March 2011 involved the design of a 200-person camp consisting of the elements outlined in paragraph 21 of his report (A/65/643). The camp is to be configured utilizing existing strategic deployment stocks. The Committee was informed that approximately 70 sea containers are required to ship the engineering items for the establishment of a modular 200-person camp. The containers would be reutilized and repurposed to establish the modular camp. The Committee notes that a series of consultation workshops for the Special Committee on Peacekeeping Operations were scheduled to obtain input on the design of the predefined modules and service packages (ibid., para. 20). A prototype of the first module for a 200-person camp was demonstrated to the Special Committee on Peacekeeping Operations in Brindisi in April 2011.

154. The Advisory Committee was informed that a flexible design for the modular camp had been adopted, allowing the configuration of the camp for a variety of environments and security requirements. The modular camps are intended to be

deployed at the start-up stage, as well as in the context of the mobile military, police and support operations of ongoing missions. The Committee was also informed that the estimated costs for the modular camp were about $300,000 lower than the overall requirements for a non-modular camp, amounting to approximately $3 million. The Committee was further informed that, in addition to cost savings, the qualitative advantages of the modular approach included flexibility in camp design, increased responsiveness to the requirements of troop- and police-contributing countries, improved planning, lower maintenance and support costs and the repurposing of material, including containers, resulting in reduced wastage and loss.

155. The Advisory Committee notes that the next phase of modularization will begin in the third quarter of 2011, focusing on catering, port operations and movement control, ground and air transportation, support to deep field and short deployments, and strategic communications (see A/65/643, para. 29). The Secretary-General indicates that the long-term solution will involve a combination of arrangements with Member States for the provision of specialized support and the contracting of commercial support services. The proposal for including enabling capacities with strategic deployment stocks is to be developed in the next phase of implementation, in consultation with all relevant stakeholders, and will be presented to the Assembly in his next report on the implementation of the strategy (ibid., para. 24). The Committee notes that some of the concepts are being analysed in the context of the review of the management of strategic deployment stocks, which is currently under way at UNLB (see A/65/760 and A/65/743/Add.12). A timeline showing the key milestones of the modularization pillar from 1 July 2010 to 30 June 2012 is provided in annex I of the report of the Secretary-General (A/65/643).

156. **The Advisory Committee appreciates the consultative approach adopted by the Secretary-General in designing and developing the first predefined module and the creative solutions being developed. Such an approach is necessary in order to ensure that the solutions being put into place draw upon close consultations with the troop-contributing countries, as requested by the General Assembly in its resolution 64/249 (sect. VI, para. 6), and should facilitate acceptance of the change being introduced. The Committee expects the Secretary-General to continue consultations with troop-contributing countries as he further develops and implements new modules and service packages.**

157. **The Advisory Committee welcomes the overall progress made thus far in the area of predefined modules and service packages and recommends that the Secretary-General be requested to provide, in his next progress report, an assessment of the implementation of the first module for a 200-person camp and of the lessons learned. The evaluation should assess whether the desired goals are being achieved, including improvements in quality and timeliness of service delivery to field missions, and also provide more details on cost savings and resource requirements, as well as any unforeseen impact.**

(d) Global Service Centre at Brindisi

158. In its resolution 64/269 (sect. VI, para. 15), the General Assembly requested the Secretary-General to further develop and submit specific proposals on the functions and resources to be transferred to the Global Service Centre, addressing the issues raised in paragraphs 108 to 110 of the report of the Advisory Committee

(A/64/660). The Assembly also stressed that functions primarily involving interactions with Member States, in particular troop-contributing countries, would continue to be located at Headquarters and that the staffing of the global and regional service centres would be achieved mainly through redeployments from the Department of Field Support at Headquarters and from field missions.

159. The Secretary-General indicates that the Global Service Centre at Brindisi will group technical expertise on service delivery to field missions globally. He notes that the role of the United Nations Logistics Base at Brindisi is already broader than that of a pure logistics provider. The Advisory Committee also recognized, in its report on the financing of UNLB for the period 2009/10 (A/63/746/Add.17, para. 26), that the Base was carrying out functions that did not strictly fall into the category of logistics, such as communications, training, air support and security (see A/65/643, para. 34).

160. In paragraph 38 of his report (A/65/643), the Secretary-General sets out a three-phase approach for further expanding the role of UNLB and its reprofiling as a Global Service Centre. A timeline showing the key milestones of the implementation of the Global Service Centre is provided in annex I of the Secretary-General's report. The Secretary-General indicates that, in the first phase, a process and function mapping exercise has been initiated, with a view to identifying operational functions currently performed by the Department of Field Support at Headquarters that could be transferred to the Global Service Centre. The mapping exercise will continue in the second phase, with added emphasis on the re-engineering of processes in preparation for the introduction of the International Public Sector Accounting Standards and the enterprise resource planning system. The third phase of the reprofiling exercise will focus on improving support through the life cycle of peacekeeping operations, including start-up, expansion and sustainment stages and downsizing operations and in the transition to peacebuilding. The Secretary-General also states that the reprofiling exercise will be cost-neutral from a global perspective, as functions transferred from the Department of Field Support to UNLB will be abolished at Headquarters (see para. 162 below).

161. The Advisory Committee notes that UNLB has embarked on an effort to consolidate and streamline its existing support capacities and functions under three services (Logistics Service, Communications and Information Technology Service, and Base Support Service) in preparation for the future absorption of back-office functions principally in the areas of personnel administration, finance and budget. The proposals of the Secretary-General for the streamlining and consolidation of UNLB support capacities are elaborated in his report on the proposed budget for UNLB for 2011/12 (A/65/760; see also A/65/643, para. 39). The observations and recommendations of the Committee on this matter are contained in its related report (A/65/743/Add.12).

162. The Secretary-General has identified five functions for immediate transfer from Headquarters to the Global Service Centre, starting in July 2011, subject to approval by the General Assembly. The proposed functions are as follows: ICT asset management; financial systems technical support; global education grant processing for non-African missions; field contract management; and airfield and air terminal standards. He also proposes to redeploy 10 related posts from the Department of Field Support to the Global Service Centre (3 P-4, 3 P-3, 1 P-2, and 3 national General Service (Other level)) (see A/65/643, paras. 40 and 41). Upon enquiry as to

the financial impact of the transfer of those posts on Headquarters units, it was confirmed to the Committee that there would be no impact, in the light of the fact that the five functions and related posts were proposed to be transferred together. Resource requirements for those 10 posts are included under the budget proposals for UNLB for 2011/12 (see A/65/760). The proposed budget for the peacekeeping support account for 2011/12 (A/65/761) contains proposals for the redeployment of the 10 posts/positions from the Department of Field Support to the Global Service Centre. A summary of the proposed redeployments is provided in annex VII. The Committee's observations and recommendations are contained in its related reports (A/65/827 and A/65/743/Add.12). The Committee is recommending that the Secretary-General be authorized to proceed with the transfer of the five functions and 10 related posts to the Global Service Centre at Brindisi.

163. The Advisory Committee notes that the Secretary-General's proposals for the reprofiling of UNLB as the Global Service Centre do not fully address the issues raised in paragraphs 108 to 110 of its last report (A/64/660; see also para. 158 above), as requested by the General Assembly. **In the view of the Advisory Committee, submission of a more detailed proposal is still needed, in order to enable Member States to have a more complete picture of the envisaged configuration of the Global Service Centre and its relationship with Headquarters, as well as a better understanding of the Secretary-General's new service delivery model and the operational role that can be played by the Centre. It would also serve as road map for following up on progress towards the future direction of the Centre during implementation of the different phases of the reprofiling and mapping exercises. The Committee recommends that, in further elaborating his proposals, the Secretary-General take into account its observations in paragraphs 164 to 168 below.**

164. The Secretary-General indicates that a specific project methodology is used to identify functions for possible transfer from Headquarters to the Global Service Centre or from missions to the Regional Service Centre, which includes a cost-benefit analysis, projected initial investment, recurring costs, risk and mitigation factors, and implementation plans detailing phases and milestones of processes to be transferred (see A/65/643, para. 33). **The Advisory Committee considers that elements of this methodology should be provided in support of future proposals for transferring additional functions to a service centre, along with a clear rationale for their relocation to the Global or Regional Service Centre. The Committee also emphasizes the need to provide, at the outset, baseline information and benchmarks for improvements and efficiency gains expected as a result of the transfer of the functions. In this connection, the Committee considers that it would be helpful that an inventory of current functions, service providers and recipients could be provided to the General Assembly, with an indication of those functions that are under consideration for transfer to the Global Service Centre or the Regional Service Centre.**

165. In paragraph 40 of his report (A/65/643), the Secretary-General indicates that the transfer of the five proposed functions from Headquarters to the Global Service Centre is expected to improve service delivery through speedier processing and reduced response times to service requests. Upon enquiry the Committee was informed that the expected improvements in areas such as education grant processing and ICT asset management were expected as a result of the closer proximity of the Global Service Centre to field missions, both in terms of distance

and time zones. **While the Advisory Committee recognizes that proximity is a factor, it is also of the view that that alone is an insufficient rationale for the transfer of functions. The Committee considers that the Secretary-General should explain other reasons for the transfer of functions to the Global Service Centre, including with respect to the expected improvements in the efficiency and effectiveness of service delivery, and cost savings.**

166. **The Committee further emphasizes the need for clarity on the division of roles among Headquarters units, the Global Service Centre and the Regional Service Centre, as well as the establishment of well-defined criteria for determining the optimum location from which functions and services could be provided. In addition, proper coordination and central management of the mapping exercise will be required in order to avoid creating duplicative and overlapping structures in the service centres.** In this connection, the Committee notes that global processing of education grants for all non-African missions is among the functions proposed to be transferred from Headquarters to the Global Service Centre, while for African missions this function will be provided from the Regional Service Centre at Entebbe. **The Committee questions the need for performing this function in two locations and requests that clarification on this issue be provided in the context of the next progress report.**

167. The Secretary-General indicates that the proposed initial transfer of five functions would present an opportunity to gain experience on which to build future analysis (see A/65/463, para. 42). **The Advisory Committee trusts that the lessons learned from the initial experience will be applied to refining the mapping exercise and when developing proposals for the transfer of further functions to service centres, taking into account the observations and recommendations of the Committee contained in paragraphs 164 and 166 above. The Secretary-General should report on lessons learned and concrete achievements in the context of the next progress report. Further proposals for the transfer of functions from Headquarters to the Global Service Centre should be submitted in the context of the Secretary-General's next progress report, along with his fully elaborated proposals regarding the Global Service Centre (see para. 163 above).**

168. In its previous report the Advisory Committee had noted that the envisaged reprofiling of UNLB as a global service centre, with relocation of functions from Headquarters to Brindisi, could have a significant impact on, inter alia, organizational structure and lines of responsibility and accountability (see A/64/660, para. 108). Upon enquiry, the Committee was informed that the lines of accountability between the Global Service Centre and Headquarters would be preserved and that the Director of UNLB/Global Service Centre would continue to report to the Under-Secretary-General for Field Support through the Assistant Secretary-General for Field Support. **In order to provide the General Assembly with a more complete picture of the envisaged Global Service Centre as discussed in paragraph 163 above, the Advisory Committee recommends that the Secretary-General should be requested to further elaborate on the projected organizational structure and lines of accountability of the Centre at the end of the reprofiling exercise, as well as on those of the Department of Field Support. It will also be necessary to establish an estimate of the number and functions of the staff to be relocated, as well as any start-up and other costs**

arising from the development of infrastructure to support additional staff at the Global Service Centre.

169. In its report on the peacekeeping support account, the Advisory Committee expressed its view that consideration should be given to presenting the budgetary proposals for both UNLB and the support account for peacekeeping operations in a single report (A/65/827).

Regional Service Centre at Entebbe

170. In its resolution 64/269, the General Assembly decided to establish a regional service centre at the logistics hub at Entebbe with the functions proposed by the Secretary-General (see A/64/633). The Assembly stressed that the establishment of a regional service centre must respect the principle of separate financial arrangements for missions and that its resources and the volume of its activities were scalable, reflecting the start-up, expansion, drawdown or closure of the field missions served. The Assembly also stressed that the staffing of the regional service centre would be achieved mainly through redeployment from field missions. Accordingly, the posts, positions, and related costs of the Regional Service Centre at Entebbe were reflected in the respective budget proposals of the participating missions (see para. 172 below).

171. The General Assembly also requested the Secretary-General to further develop and operationalize, in close consultation with Member States, the concept of the Transportation and Movements Integrated Control Centre at Entebbe. The Committee's observations relating to the Centre are provided in section III.A above on United Nations air operations.

172. In its report, the Advisory Committee recommended that the Secretary-General proceed progressively with back-office service delivery at the Entebbe regional service centre in the first year of implementation in order to gain experience with the provision of common services on a multi-mission basis. The Committee also recommended that the Secretary-General elaborate a plan for the further development of back-office functions based on lessons learned, taking into account the potential benefits and impact on the operations of field missions, as well as start-up and other costs (see A/64/660, para. 148).

173. The Secretary-General indicates that the Regional Service Centre at Entebbe will consolidate routine back-office transactional support functions for the regional missions it serves. The participating missions include UNAMID, MONUSCO, UNMIS, UNSOA, the United Nations Office in Burundi (BNUB) and the United Nations Integrated Peacebuilding Office in the Central African Republic (BONUCA).

174. The Secretary-General envisages implementation of the Regional Service Centre in two phases (see A/65/643, para. 48). The first phase, initiated 1 July 2010, is devoted to the establishment of a governance framework and the integration of various existing pilot projects into the Regional Service Centre. These include check-in and check-out processing, education grant processing for the participating missions, the operation of a regional training and conference centre, and the Transportation and Movements Integrated Control Centre. A total of 39 positions are proposed for redeployment from MONUSCO, UNAMID and UNMIS to the Regional Service Centre to provide those functions. Annex III of the Secretary-General's report (A/65/643) provides a staffing plan for the first phase of the Centre,

showing the distribution of posts for each function by mission. As indicated above, the proposed redeployments are reflected in the respective budget proposals of the concerned missions and are addressed in the related reports of the Advisory Committee (see annex VI).

175. In annex II of his report (A/65/643), the Secretary-General provides some information on the current status of the implementation of the Regional Service Centre and achievements to date. The Committee notes that the time required for check-in/check-out processing will be reduced by an average of 40 per cent and that the error rate in education grant submissions decreased from around 30 to 35 per cent to around 15 to 20 per cent. The regional approach to discharging those functions builds upon the experience at MONUSCO. With regard to the regional training and conference centre, the Secretary-General stated that by pooling resources, the Great Lakes region missions were able to offer training courses to individual missions that might not have had a sufficient requirement or to conduct training that might have been inaccessible to mission staff because of prohibitive travel costs. The Committee recalls that in his previous report (A/64/633), the Secretary-General had set out specific targets in terms of efficiency gains expected through the implementation of back-office functions at the Regional Service Centre in the first year of operations ($16.4 million in back-office efficiencies offset by related costs of $8.3 million), as well as some information on the elements used to estimate those efficiency gains, such as reduction in head count and operating costs (ibid., paras. 75-83). **The Advisory Committee recommends that the Secretary-General be requested to provide, in the context of the next progress report, an assessment of the first phase of the transfer of functions to the Regional Service Centre, with details of improvements in the quality and timeliness of service delivery, efficiency gains and cost savings, as well as information on consolidation of posts.**

176. Achievements and cost savings resulting from the first phase of implementation of the Transportation and Movements Integrated Control Centre are detailed in the report of the Secretary-General on air operations (A/65/738). The Committee discusses that report in section III.A above.

177. The Secretary-General indicates that in the second phase of the implementation of the Regional Service Centre, efforts will be directed towards the establishment of business cases for the transfer or additional functions to the centre, in the areas of ICT regionalism, financial management, regional property management, archiving and records management and regional medical services (see A/65/643, para. 48). Details of the transfer of those functions to the Regional Service Centre, including resource implications and expected improvements in service delivery and economies of scale, will be provided in the context of the Secretary-General's next progress report. As indicated in paragraph 166 above, the process mapping methodology applied to identifying the functions to be transferred from Headquarters to the Global Service Centre is also used to determine which functions currently performed in field missions could be performed at the Regional Service Centre. **The Advisory Committee expects that the Secretary-General will also present proposals setting out the additional functions and services to be transferred to the Regional Service Centre, taking into account its comments in paragraphs 164 to 168 above. Information should also be provided on the efficiency gains and economies of scale expected through the consolidation and**

centralized provision of back-office functions through a shared service centre, with benchmarks and baseline information.

Financing mechanism

178. The Advisory Committee notes from paragraphs 58 and 59 of the Secretary-General's report that, in line with the decision of the General Assembly in its resolution 64/269, no separate budget or special account for the Regional Service Centre is to be established, and that expenditures and reporting in the context of the results-based-budgeting framework are to be provided in the budget and performance reports for the relevant missions. Staff redeployed to the Regional Service Centre from participating missions are funded through the budgets of those missions, but receive salary and entitlements applicable to Entebbe. Non-staff costs are shared by the missions receiving services from the Centre, in proportion to the size of their respective budgets. The MONUSCO Entebbe logistics hub will continue to provide administrative capacity and operational support to the Regional Service Centre. In this regard, a service-level agreement is to be established between the Entebbe logistics hub and the Regional Support Centre (see A/65/743/Add.8).

179. The proposed budget for 2011/12 of each participating mission provides, under the support component, the mission's share of the post and non-post resources for the Regional Support Centre. The results-based frameworks of each participating mission, however, reflect the totality of the expected accomplishments and outputs of the Regional Service Centre, without an indication of the outputs planned for that particular mission. **The Advisory Committee is of the view that the results-based frameworks should reflect the activities and support planned for each mission. Similarly, the performance reports should provide information on the actual support provided by the Regional Service Centre for each mission. The Committee recommends that the Secretary-General be requested to refine the presentation of the results-based frameworks of the participating missions accordingly.**

180. Upon enquiry, the Advisory Committee was provided with a table showing the consolidated costs of the Regional Service Centre, which is attached as annex VIII. **The Advisory Committee recommends that the Secretary-General be requested to provide, in the context of the annual performance report on the implementation of the global field support strategy, such information on the totality of the resources allocated and expenditures of the Centre, as well as the actual accomplishments as set out in the logical frameworks of the individual missions.**

Governance and management framework

181. In paragraphs 49 to 57 of his report, the Secretary-General describes the governance and management framework of the Regional Service Centre and the relationship between the Centre and the Entebbe logistics hub of MONUSCO. He states that the Regional Service Centre is owned, managed and staffed by the regional missions it serves. The key components of the governance and management structure include the following:

(a) A Regional Service Centre Steering Committee which will be the decision-making body for the Centre, chaired by the Assistant Secretary-General for

Field Support and comprised of the directors/chiefs of mission support of the participating missions;

(b) A Regional Service Centre Executive Secretary, nominated by the Steering Committee from among its member directors/chiefs of mission support, to serve on a one-year annual rotational basis, to whom the operational authority of the Steering Committee will be delegated, and who will be directly accountable to the Steering Committee;

(c) A Regional Service Centre team, headed by a Chief of the Regional Service Centre at the D-1 level, who will be responsible for achieving all operational targets, will be recommended by the Steering Committee and will report to the Executive Secretary. The Chief will be supported by a Planning and Control Team Leader and an Operations and Administrative Leader, both at the P-5 level, who will report to the Chief of the Centre and be recruited in accordance with the procedures of the staff selection system;

(d) A Chief of the Transportation and Movements Integrated Control Centre, at the P-5 level, who will report to the Chief of the Regional Service Centre and liaise with the missions to be served by the Transportation and Movements Integrated Control Centre as well as with Headquarters on all matters relating to that Centre.

182. Upon enquiry, the Advisory Committee was provided with the terms of reference of each component of the governance framework (annex IX) and a chart showing the organizational structure of the Regional Service Centre (annex X). The Committee was informed that the governance framework of the Regional Service Centre was formulated on the basis of extensive consultations with the concerned missions and Headquarters departments.

183. The Advisory Committee notes from the staffing plan for the first phase of the Regional Service Centre, contained in annex III to the report of the Secretary-General, that the D-1 post for the Chief of the Regional Service Centre is to be redeployed from UNAMID, and the two P-5 team leaders from UNAMID and MONUSCO. In the context of its consideration of the proposed budget for MONUSCO (A/65/744) for 2011/12, the Committee enquired whether the post of the Chief of the Regional Service Centre would rotate among the missions served by the Centre. It was informed that the apportionment of resources among the participating missions would remain in effect for the 2011/12 period and that if the activities performed at the Centre were to expand, the mechanism for apportioning resources among the participating missions would need further refinement. The Secretary-General further indicated that, while the Centre was designed to remain scalable in accordance with the request of the General Assembly, it was necessary to provide a small core leadership and support team to maintain its operations as a single, integrated unit.

184. **The Advisory Committee recognizes the challenges in designing a governance framework for the Regional Service Centre, which is jointly owned and managed by multiple missions, while remaining scalable and financed on a cost-sharing basis. It takes the view that there may not be a single governance model that is uniquely appropriate in such a context. The Committee points out, however, that the caution it advised, reflected in paragraph 149 above, in order to avoid cumbersome and bureaucratic management structures that**

could undermine efficient decision-making and weaken lines of authority and accountability, is equally applicable in the case of the Regional Service Centre.

185. **The Advisory Committee stresses that the effective operation of the Regional Service Centre will require strong leadership and commitment to central management and prioritization of the pooled resources of the Centre, as well as effective delegation of authority to the Regional Service Centre Executive Secretary for implementing central decisions at the operational level. The Committee therefore expects that the Secretary-General will keep the governance framework of the Regional Service Centre under review, including the rotating leadership of the Executive Secretary, and ensure, inter alia, that the framework facilitates accountability, timely decision-making and responsiveness to the needs of military, police and civilian components of the participating field missions.**

186. **The Advisory Committee recommends that the Secretary-General be requested to provide an initial assessment of the effectiveness of the Regional Service Centre in the context of his next progress report.**

(f) Human resources management framework

187. The human resources framework addresses the needs and provides support to field missions in the following areas: (a) workforce planning and outreach; (b) recruitment and selection (talent management framework and roster management); (c) succession management; (d) conditions of service; (e) business intelligence (analysis and reporting); (f) customer service integration; and (g) governance and organizational performance. An update on progress made in those areas is provided in paragraph 65 of the report of the Secretary-General (A/65/643). The Advisory Committee addressed human resources issues in its previous report on human resources management issues (A/65/537) and makes further comments in its general report on peacekeeping operations (see sect. I above).

(g) Conclusions and recommendations

188. **The Advisory Committee recommends that, in its consideration of the action proposed by the Secretary-General in paragraph 71 of his report, the General Assembly take into account the Committee's observations and recommendations in the paragraphs above.**

E. Proposed standardized funding model of the global field support strategy

189. The Secretary-General's report (A/65/696 and Corr.1) was submitted in response to General Assembly resolution 64/269, in which the Assembly requested the Secretary-General to submit proposals for a standardized funding model for the first year of peacekeeping operations on the understanding that the model should not in any way derogate from the legislative role of the Assembly in the consideration and approval of budgets.

190. The Secretary-General requests a decision by the General Assembly (see A/65/696 and Corr.1) on the following proposals:

(a) That the General Assembly endorse the use of the proposed standardized funding model for the first year of peacekeeping operations. The model is based on an assessment of what is realistically achievable in a start-up environment in the first year of operations. It provides six standard funding levels based on two distinct scenarios reflecting different levels of logistical challenges posed by the operating environment, each applied in the context of missions with a profile of 5,000, 10,000 and 15,000 uniformed personnel;

(b) That the Secretary-General be authorized, with the prior concurrence of the Advisory Committee, in respect of each decision of the Security Council relating to the start-up or expansion of a peacekeeping mission:

(i) To enter into commitments of up to $150 million from the available balance of the Peacekeeping Reserve Fund, instead of the current limit of $100 million;

(ii) To enter into commitments for the available balance of the strategic deployment stocks, up to $150 million, and that the drawings from the stocks be replenished only when the initial appropriation is received.

This would provide the Secretary-General with commitment authority of up to a total of $300 million for the start-up or expansion of a single mission.

1. Standardized funding model

191. The Secretary-General requested authorization to develop proposals for a standardized funding model for consideration and approval by the General Assembly at its sixty-fifth session (see A/64/633, paras. 57 and 58). The Advisory Committee considered that the establishment of a definitive timeline and sequencing of the envisaged budgetary cycle, combined with the formulation and submission of the initial budget of a mission within 30 to 90 days of the mandate, based on standardized and transparent costing parameters and realistic estimates of the resources that could be deployed during the first year of operations, could be a positive step. This could lead to fewer funding proposals through commitment authority, with or without assessment, as well as reducing the likelihood of overbudgeting in the first year of operations, as has often been the case. The Committee further emphasized that the formulation of budget proposals based on a standardized funding model should not in any way lessen the requirement for the full justification of the resources proposed, and that those proposals would need to be anchored in the mandate of the mission, sound planning assumptions and clarity as to the mission's concept of operations. The Committee also emphasized that the formulation of budget proposals based on a standardized funding model should not in any way derogate from the legislative role of the General Assembly in the consideration and approval of first-year budgets (A/64/660, paras. 89-91).

192. The Secretary-General indicates that the standardized funding model is built on the basis of an operational similarity among missions during start-up. While individual mandates may differ, initial resource requirements in the first year of operations are largely similar across missions, with resource specificities arising from differences in mandates becoming evident in the second year of operations only (see A/65/696, para. 34). The key elements used to categorize field missions include (a) standard scenarios reflecting the level of logistical challenges posed and the size of the mission area; and (b) standard profiles, characterizing the level of

authorized uniformed personnel, with profiles 1, 2 and 3 corresponding to authorized levels of 5,000, 10,000 and 15,000 military and police personnel, respectively. Two standard scenarios are used in the standardized funding model, as follows:

(a) A baseline scenario, also referred to as scenario I, for missions characterized by an area of operation limited to a single, small country, designated at security phase III, consisting of a headquarters and five regional bases. Other key characteristics of scenario I are detailed in paragraph 53 of the report of the Secretary-General and include elements such as access to a seaport, the ability to reach major mission locations by rotary aircraft and a well-established local economy. Missions falling under this scenario include the United Nations Operation in Burundi (ONUB), UNOCI, UNMIL and MINUSTAH;

(b) A second scenario, also referred to as scenario II, for missions facing greater logistical challenges, which operate in an expanded area of operation with a mission headquarters complex, five regional bases and 15 team sites. Paragraph 57 of the report of the Secretary-General outlines the main characteristics of missions under scenario II, such as the lack of a seaport, long supply chains, limited infrastructure, difficult terrain and the requirement for small fixed-wing aircraft and rotary-wing aircraft to operate in the mission area. Missions under scenario II include UNMIS, UNAMID, MINURCAT and the United Nations Organization Mission in the Democratic Republic of the Congo (MONUC).

The combination of the two scenarios and three profiles give rise to six different levels of staffing and funding, as shown in tables 1 and 2 of the Secretary-General's report (A/65/696 and Corr.1).

193. Table 1 of the Secretary-General's report (A/65/696 and Corr.1) provides indicative levels of civilian personnel required for each scenario/profile combination. For the baseline scenario, estimated indicative numbers of 936, 1,266 and 1,596 civilian personnel are proposed for missions with 5,000, 10,000 and 15,000 uniformed personnel, respectively. For missions under scenario II, the estimated indicative number of civilian personnel varies from 1,696 for missions with 5,000 uniformed personnel, to 2,697 for 10,000 uniformed personnel and 3,699 for 15,000 uniformed personnel. The overall funding requirements, as shown in table 2 of the Secretary-General's report, vary for missions under scenario I, from an estimated $318.8 million for profile 1, $493.9 million for profile 2 and $673.2 million for profile 3. For missions under scenario II, characterized by higher logistical challenges, the estimates range from $501.6 to $738.3 and $980.6 million for profiles 1, 2 and 3, respectively.

194. In paragraphs 52 to 60 of his report, the Secretary-General provides information on the standards applied in establishing the model and in calculating the standard funding levels by object class. The Advisory Committee notes that the standard funding levels were established on the basis of a benchmarking exercise of actual experience gained in eight field operations during their first year of operation, the application of current ratios and contract prices from the standard costs and ratios manual for peacekeeping operations and staffing costs based on standard staff salary scales and common staff costs applied in the 2011/12 peacekeeping budgets. The Committee also notes that the standard funding model does not include a results-based-budgeting framework or detailed staffing table, and that mission-

specific frameworks and staffing tables will be developed for every start-up situation (see A/65/696, para. 43).

195. A timeline for the application of the standardized funding model to fund a new peacekeeping mission is proposed in annex II of the Secretary-General's report (see also A/65/696, para. 38), which involves the following steps:

(a) Development of an initial commitment authority request, on the basis of the standardized funding model, within 30 days of authorization of the mandate, to be approved with the concurrence of the Advisory Committee;

(b) Development of an initial budget within 30 to 90 days of authorization of the mission, established on the basis of the standardized funding model for the balance of the financial period of the first year of operation of the mission, taking into account the activities that could reasonably be accomplished during the period. The initial budget would be submitted through the Advisory Committee to the General Assembly for consideration and approval, with an appropriation through assessed contributions. Actual expenditure would be reported to the General Assembly in the context of the first performance report;

(c) Development and submission of a full budget and performance reports in subsequent periods, based on existing procedures.

Standard costing model

196. The Advisory Committee requested additional information on the methodology used to derive the standardized funding levels indicated in table 2 of the Secretary-General's report and on the underlying cost structure of the amounts proposed, in particular with regard to civilian personnel. A detailed analysis of the standard funding levels proposed is provided in annex XI. With regard to staffing requirements, the Committee was informed that a statistical analysis of personnel approved for the first year of operation in eight missions (UNMIL, MINUSTAH, UNOCI, ONUB, UNAMID, MONUC, UNMIS and MINURCAT) showed that three primary drivers were critical in the first year of operation in establishing indicative levels of staffing for the standard funding model, namely: (a) the actual staffing table authorized by the General Assembly; (b) the mandated uniformed personnel strength; and (c) whether the mission's area of operation could be characterized as either small (scenario one) or large (scenario two). Table 7 below provides a summary of the primary drivers by mission.

Table 7
Primary drivers of indicative civilian staffing levels in the standardized funding model

Mission	*Approved civilian staffing level in first year*	*Mandated uniformed strength in first year*	*Scenario*
UNMIL	1 661	16 115	Scenario I
MINUSTAH	1 184	8 322	Scenario I
UNOCI	1 007	6 590	Scenario I
ONUB	998	5 770	Scenario I
UNAMID	5 575	25 987	Scenario II
MONUC[a]	3 915	18 932	Scenario II
UNMIS	3 961	10 715	Scenario II
MINURCAT	1 592	5 525	Scenario II

[a] The figures for MONUC are derived from the 2007/08 budget period.

197. Further numerical analyses were carried out to determine the correlation between the approved civilian staffing level in the first year, the mandated strength of uniformed personnel and the characterization of the mission area in order to provide indicative levels of civilian staffing. The results of the analyses are shown in table 8 below.

Table 8
Indicative levels of civilian staffing by category of personnel and scenario/profile

	Total derived civilian personnel							
	Scenario I				*Scenario II*			
Number of uniformed personnel	*International*	*National*	*United Nations Volunteers*	*Total*	*International*	*National*	*United Nations Volunteers*	*Total*
5 000	349	448	139	936	452	1 090	154	1 696
10 000	469	607	190	1 266	719	1 734	244	2 697
15 000	590	766	240	1 596	986	2 378	335	3 699

198. The Advisory Committee was further informed that deployment rates were derived on the basis of actual average deployments of contingents, military observers, formed police units, United Nations police, international staff, national staff and United Nations Volunteers in the first 12 months of the start-up operations referred to in paragraph 192 above. Funding levels were adjusted to take into account a phased deployment over a 12-month period from the establishment of the mandate. Details on the costing parameters applied to the staffing levels, including vacancy rates, delayed deployment factors, and other adjustments are contained in the detailed analysis provided in annex XI. The vacancy rates applicable to each category of personnel are set out in table 9 below.

Table 9
Vacancy rates applied in the standardized funding model to different staffing categories for the first 12 months

(In percentage)

Category of staff	*Vacancy rate*	*Average deployment*
Military contingents	35	65
Military observers	43	57
Formed Police Unit	35	65
Civilian police	56	44
International staff	54	46
National staff	63	37
United Nations Volunteers	49	51

199. The actual level of funding provides for the number of civilian and military and police personnel shown in tables 10 and 11 below, taking into account the vacancy rates and delayed deployment factors.

Table 10
Average number of civilian personnel in the first year of operation

	Total derived civilian personnel after application of vacancy rate							
	Scenario I				*Scenario II*			
Number of uniformed personnel	*International*	*National*	*United Nations Volunteers*	*Total*	*International*	*National*	*United Nations Volunteers*	*Total*
5 000	161	166	71	397	208	403	79	690
10 000	216	225	97	537	331	642	124	1 097
15,000	271	283	122	677	454	880	171	1 504
Applied vacancy rate (percentage)	54	63	49	—	54	63	49	—

Table 11
Average number of military and police personnel in the first year of operation

	Total military and police personnel							
	Scenario I				*Scenario II*			
Number of uniformed personnel	*Military observers*	*Military*	*United Nations police*	*Formed police units*	*Military observers*	*Military*	*United Nations police*	*Formed police units*
5 000	57	2 827	162	280	57	2 827	162	280
10 000	120	5 343	331	980	120	5 343	331	980
15 000	171	8 027	471	1 540	171	8 027	471	1 540

200. Details on the costing parameters applied to determine funding for operational costs are provided in annex XI. The Advisory Committee notes for example, that the funding levels proposed in the standard funding model under official travel, ground transportation and communications are based on the budgeted levels of staff, taking into account vacancy factors and delayed deployment rates.

201. From table 2 of the Secretary-General's report, the Advisory Committee notes that the proposed funding level for air operations for the three profiles for scenario one missions is $45.3 million, and $142.0 million for all profiles of scenario two missions. The Committee was informed that the number of aircraft will remain constant for all the profiles under a given scenario, because the requirement for aircraft is driven by the logistical challenges faced by the mission, the size of its area of operation and the number of locations to be served (scenario), rather than the number of uniformed personnel (profile).

202. The Advisory Committee takes note of the additional information provided to it on costing parameters and the statistical analyses underlying the standardized civilian personnel model. **The Advisory Committee encourages the Secretary-General to further refine the methodology to include, in addition to the numerical methods applied in the first phase, an analysis of cost structures as they relate to activities and outputs, as well as a functional analysis of existing posts, for further optimization of the standard costing model and staffing structure.**

Start-up budget for first year of operation

203. The Advisory Committee requested additional information on the envisaged standardized first-year budget document, including a clear indication of the elements that would be derived from the pre-approved funding model, should the Secretary-General's proposal be approved by the General Assembly at its sixty-fifth session. The Committee was informed that the budget proposal based on the standardized funding model for the first year of operation of a start-up mission would comprise the following elements:

(a) Mandate-specific results-based budgeting frameworks for the substantive components of the mission;

(b) An indicative results-based budgeting framework for the support component of the mission, based on the scenario and profile that most closely resembles the new mandate;

(c) A detailed mission-specific staffing table based on the mandate of the mission;

(d) Financial resources based on the scenario and profile that most closely resembles the new mandate.

204. The Advisory Committee was further informed that the budget proposal based on the standardized funding model would be submitted for consideration and approval by the General Assembly, in accordance with its resolution 64/269. In that resolution, the Assembly decided that the standardized model should not in any way derogate from its legislative role in the consideration and approval of budgets. The Assembly therefore retains full authority to consider and approve all elements of the budget and to amend the Secretary-General's proposals as it deems appropriate. The

Committee was also provided with an indicative results-based budgeting framework for the support component for a scenario two mission with a profile of 10,000 uniformed personnel, which is attached as annex XII. The Secretary-General indicated that the detailed staffing table would reflect the specific requirements for the entire mandate of the mission. Details on the costing parameters underlying the funding levels of the standard funding model are provided in annex XI (see also paras. 196 to 201 above). As indicated in table 10 above, the standard funding model applies vacancy factors of 54 per cent for international staff, 63 per cent for national staff and 49 per cent for United Nations Volunteers, reflecting what is reasonably achievable in terms of overall recruitment in the first year of operations.

205. **As indicated in paragraph 191 above, the Advisory Committee views the establishment of a more realistic start-up budget proposal, based on what is reasonably achievable in the first year of operation, as a positive development. This should lead to a reduced level of unspent balances and improvements in budget implementation rates. The Committee reiterates however, that the formulation of budget proposals based on a standardized funding model should not in any way lessen the requirement for a full justification of the resources proposed for the first year of operation. It also emphasizes that the performance reports should provide comprehensive explanations on the resources utilized as well as details on actual achievements, in accordance with established budgetary procedure. In the view of the Committee, performance reports are important tools of budgetary discipline and internal control. It encourages the Secretary-General to further develop and enhance reporting on actual performance.**

206. **The Advisory Committee welcomes the Secretary-General's initiative to streamline and rationalize the budgetary process by developing budget proposals for the first year of operation of new start-up missions on the basis of the proposed standardized funding model. The Committee will offer further comments on the applicability of the standardized funding model and make further recommendations on the content, format and presentation of the first-year budget document in the context of its consideration of the first application of the standardized funding model to a start-up mission.**

Second-year budget

207. The Secretary-General highlights the fact that, since the resources made available in the first year would be aligned to the capacity of the mission an increase in the overall requirements between the first and second financial periods is to be expected as missions move from the start-up phase to their full operational and programmatic capacity (see A/65/696, para. 33). **The Advisory Committee emphasizes that it will be necessary to provide full justification for variances in the context of the budgetary proposals for the second financial period.**

Review

208. The Secretary-General indicates that if the standardized funding model is approved by the General Assembly, it will remain applicable for three years, after which time a revised set of standards based on mission experiences and updated cost structures could be presented for consideration by the General Assembly (A/65/696, paras. 32 and 51). The Advisory Committee requested further clarification as to the

basis or rationale for proposing a review after three years. It was informed that the three-year interval would (a) reinforce budgetary discipline as inflationary pressures, exchange rate and price variations would have to be absorbed within the overall funding levels of the standard funding model; (b) allow sufficient time for experience gained in the first performance reports to be integrated into the standardized funding model; and (c) allow sufficient time for progress to be made in the other pillars of the global field support strategy, such as the development and delivery of predefined modules and service packages which the standardized funding model has been developed to support and complement. The Secretary-General further stated that as the proposed model has been developed primarily on the basis of previous start-up experiences, he expected that, as progress is made in the implementation of the strategy, the benefits accruing to field missions in the delivery of support services would also have a corresponding impact on the levels of resources required for the first 12 months of a peacekeeping mission. The Committee was also informed that the standardized funding model would have to evolve as United Nations peacekeeping moves from a troop-intensive strategy to a capability-driven approach. That approach involves a more agile mission structure with greater mobile capacities and technological solutions, which are based on different planning assumptions and cost structures.

209. **The Advisory Committee is of the view that the proposal of the Secretary-General reflects a reasonable approach, which could be adopted once the standardized model is fully operational. In the meantime, the Committee considers that it would be useful to conduct an initial review on the application of the model to a first start-up mission, on the basis of the first performance report. Such a review would seek to update and adjust the funding levels, as well as to review assumptions, and to assess the adequacy of the model itself, in particular the civilian staffing model. The Committee therefore recommends that the review be conducted following issuance of the performance report for the first start-up mission to which the standardized funding model is applied, or after a three-year period, if, at that time, no such review has taken place.**

210. In his report, the Secretary-General has outlined a number of improvements that could be expected through the application of a standardized funding model, as follows:

(a) Reduction in the time needed to develop a budget proposal since only the substantive results-based budgeting frameworks and the staffing table would have to be developed specifically for each new mission (see A/65/696, para. 41);

(b) Streamlining of the budget process as outlined in the timeline provided in annex II to the report (ibid., para. 39);

(c) Submission of a full budget for the first year within 90 days of the mandate (ibid., para. 42 (d));

(d) Improved budgetary discipline through the provision of funding only for those activities that can be realistically achieved in the first year, thereby reducing unspent balances and providing a realistic budget implementation rate for the first year of the start-up phase (ibid., paras. 25, 30 and 32);

(e) Improved support for rapid mobilization of resources and mission deployment (ibid., paras. 35 and 42 (b));

(f) Increased transparency and accountability by establishing a standard set of funding elements that can be used as a basis for comparison and consistency in the start-up phase of different missions (ibid., para. 25);

(g) Reduction in the interval between withdrawal and replenishment of strategic deployment stocks and funding from the Peacekeeping Reserve Fund (ibid., para. 42 (c)).

211. **The Advisory Committee recommends that the Secretary-General be requested to report on the benefits effectively realized in the context of the above-mentioned review.**

2. Modified arrangements for commitment authority and withdrawal of strategic deployment stocks

212. As indicated in paragraph 190 above, the Secretary-General proposes that he be authorized, with the concurrence of the Advisory Committee, to enter into commitments up to the full balance of $150 million of the Peacekeeping Reserve Fund, instead of the current limit of $100 million for each new or expanding mission. He also proposes that he be authorized to enter into commitments for the available balance of strategic deployment stocks, up to $150 million, with replenishment of stocks only when the initial appropriation is received. The Secretary-General argues that access to the full balance of the Peacekeeping Reserve Fund and the strategic deployment stocks, reflecting a total amount up of to $300 million, would greatly facilitate the process of mission deployment, given that all but two of the peacekeeping missions established since 2003 have required well in excess of $300 million for their first year of operation.

213. The Advisory Committee recalls that the Secretary-General submitted the proposals referred to in paragraph 212 above in the context of his initial proposals for the global field support strategy (A/64/633). By its resolution, 64/269, the General Assembly authorized the Secretary-General to enter into commitments in response to each new or expanded mandate of the Security Council of up to $100 million, up from $50 million, from the available balance of the Peacekeeping Reserve Fund, subject to the concurrence of the Advisory Committee. In the resolution, the Assembly also authorized the Secretary-General, with the prior concurrence of the Advisory Committee, to enter into commitments of up to $50 million of the available balance of the stores available from the Organization's strategic deployment stocks, with replenishment of stocks when the initial budget appropriation was received. These authorizations allowed the Secretary-General to rapidly access $150 million, or approximately half of the funds approved for the start-up and expansion of operations available from Member States, representing an increase of $100 million as compared to the prior situation.

214. In this connection, the Advisory Committee recalls that the Secretary-General made separate proposals for expanding the terms and level of the Peacekeeping Reserve Fund in the context of his report on closed peacekeeping operations (A/64/659 and Corr.1). In its related report (A/65/775), the Advisory Committee questioned the rationale for the proposal and cautioned against the presentation of multiple reports on the same subject.

215. As indicated in paragraph 213 above, at its sixty-fourth session, the General Assembly considered this matter and took action on the Secretary-General's proposals (see Assembly resolution 64/269, section VI, paras. 8 and 9; see also A/64/633, paras. 55, 57 and 100). The Advisory Committee also notes that the Secretary-General has not put forward any new arguments in support of the resubmission of his request. It therefore sees no compelling reason for the Assembly to take up this matter again. Furthermore, with the implementation of the standardized funding model, the Secretary-General indicates that he expects a significant reduction in the time required for the development and approval of a first-year budget for start-up missions (see A/65/696 and Corr.1, para. 41), which should therefore limit the need for recourse to financing through the peacekeeping reserve fund. Accordingly, the Committee recommends against approval of the Secretary-General's proposals regarding modified arrangements for commitment authority and withdrawal of strategic deployment stocks.

Annex I

Reports considered by the Advisory Committee on Administrative and Budgetary Questions on issues related to peacekeeping

Report of the Board of Auditors on the accounts of the United Nations peacekeeping operations for the 12-month period from 1 July 2009 to 30 June 2010 (A/65/5 (Vol. II)). The related report of the Advisory Committee is contained in document A/65/782.

Reports of the Secretary-General on the financial performance of peacekeeping operations for the period from 1 July 2009 to 30 June 2010, on proposed budgets for the period from 1 July 2011 to 30 June 2012 and on the disposition of assets, received by the Advisory Committee in advance or final form, and the related reports of the Committee (in the order given):

Mission	*Report(s)*
UNOMIG	A/65/681 A/65/743/Add.1
UNFICYP	A/65/625 A/65/706 A/65/743/Add.2
UNDOF	A/65/596 A/65/710 A/65/743/Add.3
UNMIK	A/65/621 A/65/711 A/65/743/Add.4
MINURSO	A/65/665 A/65/720 and Corr.1 A/65/743/Add.5
UNMIT	A/65/687 A/65/746 A/65/743/Add.6
UNMIL	A/65/620 A/65/727 A/65/743/Add.7
MONUSCO	A/65/682 A/65/744 A/65/743/Add.8
UNIFIL	A/65/608 and Corr.1 A/65/756 A/65/743/Add.9

Mission	*Report(s)*
UNMIS	A/65/630 and Corr.1 A/65/731 A/65/743/Add.10
MINURCAT	A/65/638 A/65/743/Add.11
UNLB	A/65/642 A/65/760 A/65/743/Add.12
UNAMID	A/65/631 A/65/740 A/65/743/Add.13
UNMEE	A/65/678 A/65/748
UNOCI	A/65/615 A/65/736 and Corr.1 A/65/743/Add.14
MINUSTAH	A/65/703 and Corr.1 A/65/776 A/65/743/Add.15
Financing of support of AMISOM	A/65/619 A/65/809 A/65/743/Add.16
Support account for peacekeeping operations	A/65/610 and Add.1 A/65/761 A/65/827
Other reports of the Secretary-General concerning peacekeeping and related reports of the Advisory Committee:	
Overview of the financing of the United Nations peacekeeping operations	A/65/715 A/65/743
Updated financial position of closed peacekeeping missions as at 30 June 2009	A/65/556 A/65/775
Report on the progress of training in peacekeeping	A/65/644 and Corr.1 A/65/743
United Nations air operations	A/65/738 A/65/743
Progress in the implementation of the global field support strategy	A/65/643 A/65/743

Mission	*Report(s)*
Standardized funding model of the global field support strategy	**A/65/696 and Corr.1** **A/65/743**
The following report of the Secretary-General is also covered in the present report (paras. 99 and 110):	
Special measures for protection from sexual exploitation and sexual abuse	**A/65/742**

Annex II

Status of claims for death and disability compensation as at 31 March 2011

A. Summary of death and disability compensation

(Thousands of United States dollars)

Peacekeeping mission	*Claims paid*		*Claims rejected/closed*[a]		*Claims pending*	
	Number	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINURCAT	1	54.0	—	—	—	—
MINURSO	—	—	—	—	—	—
MINUSTAH	37	1 574.4	—	—	3	63.5
MONUC	13	398.5	—	—	2	100.0
MONUSCO	8	412.6	—	—	6	292.0
ONUB	2	50.5	1	—	1	—
UNAMSIL	7	10.0	—	—	—	—
UNAMID	28	1 053.3	10	407.5	3	190.0
UNDOF	1	4.0	—	—	—	—
UNFICYP	1	50.0	—	—	1	7.5
UNIFIL	6	158.7	1	15.0	1	7.5
UNMEE	—	—	—	—	1	50.0
UNMIK	—	—	—	—	—	—
UNMIL	35	1 033.0	12	315.2	17	294.4
UNMIS	11	204.0	11	106.5	4	189.0
UNMIT	2	71.0	1	16.5	1	50.0
UNOCI	24	588.6	3	25.0	4	206.2
UNOSOM	—	—	—	—	2	5.0
Total	**176**	**5 663**	**39**	**886**	**46**	**1 455**

B. Death compensation

(Thousands of United States dollars)

Peacekeeping mission	*Claims paid*		*Claims rejected/closed*[a]		*Claims pending*	
	Number	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINURCAT	1	54.0	—	—	—	—
MINURSO	—	—	—	—	—	—
MINUSTAH	30	1 520.3	—	—	1	50.0
MONUC	7	370.0	—	—	2	100.0
MONUSCO	6	400.9	—	—	4	260.0
ONUB	1	50.0	—	—	—	—
UNAMSIL	—	—	—	—	—	—
UNAMID	18	940.0	8	400.0	3	190.0
UNDOF	—	—	—	—	—	—
UNFICYP	1	50.0	—	—	—	—
UNIFIL	3	152.7	—	—	—	—
UNMEE	—	—	—	—	1	50.0
UNMIK	—	—	—	—	—	—
UNMIL	17	891.8	5	251.2	3	170.0
UNMIS	2	120.0	2	100.0	2	125.0
UNMIT	1	50.0	—	—	1	50.0
UNOCI	8	420.0	—	—	3	171.2
UNOSOM	—	—	—	—	—	—
Total	**95**	**5 020**	**15**	**751**	**20**	**1 166**

C. Disability compensation

(Thousands of United States dollars)

Peacekeeping mission	*Claims paid*		*Claims rejected/closed*[a]		*Claims pending*	
	Number	*Amount*	*Number*	*Amount*	*Number*	*Amount*
MINURCAT	—	—	—	—	—	—
MINURSO	—	—	—	—	—	—
MINUSTAH	7	54.1	—	—	2	13.5
MONUC	6	28.5	—	—	—	—
MONUSCO	2	11.7	—	—	2	32.0
ONUB[b]	1	0.5	1	—	1	—
UNAMSIL	7	10.0	—	—	—	—
UNAMID	10	113.3	2	7.5	—	—
UNDOF	1	4.0	—	—	—	—
UNFICYP	—	—	—	—	1	7.5
UNIFIL	3	6.0	1	15.0	1	7.5

Peacekeeping mission	Claims paid		Claims rejected/closed[a]		Claims pending	
	Number	Amount	Number	Amount	Number	Amount
UNMEE	—	—	—	—	—	—
UNMIK	—	—	—	—	—	—
UNMIL	18	141.2	7	64.0	14	124.4
UNMIS	9	84.0	9	6.5	2	64.0
UNMIT	1	21.0	1	16.5	—	—
UNOCI	16	168.6	3	25.0	1	35.0
UNOSOM	—	—	—	—	2	5.0
Total	**81**	**643**	**24**	**135**	**26**	**289**

[a] Closed claims consist of claims awaiting additional documentation (usually medical information) from Governments for which several reminders have been sent to the permanent missions. These claims are not rejected and can be reopened at any time upon submission of the additional documentation.

[b] The Government claims did not specify an amount.

Annex III

Functional responsibilities of the components of the aviation programme of the Department of Field Support

	Management	*Financial*	*Technical*
United Nations Headquarters: Air Transport Section/ Transportation and Movements Service The Air Transport Section is a part of the Transportation and Movements Service, whose Chief reports to the Director of the Logistics Support Division, who reports to the Under-Secretary-General of the Department.	1. Proponent office for all aircraft charter acquisition and military letters of assist, including acquisition, deployment and temporary deployment 2. Tasking authority for out of mission/out of region for strategic and special flights scheduled by the Transportation and Movements Integrated Control Centre using long-term charter aircraft 3. Provides advice to senior management on aviation matters 4. Focal point for global technical and management audits 5. Development of initial fleet structures at start-up and subsequent reviews based on information from technical assessment missions or other assessment reports 6. Leads and manages inter-agency programmes on behalf of the Department 7. Develops guidelines for technical training in support of the aviation programme	1. Mission budget guidelines and review 2. Contract management of all commercial aircraft contracts and military letters of assist 3. Annual performance reports for missions 4. Aviation fuel cost recovery, as applicable 5. Financial audits	1. Policy guidance, advice to senior leadership on all aviation matters 2. Global aviation quality assurance programme and oversight 3. Planning for global long-term aviation fleet and mission start-up 4. United Nations aviation standards 5. Global strategic aviation infrastructure planning and mission start-up with ICAO 6. Development of manuals and organizational guidelines, including review of mission standard operating procedures

	Management	*Financial*	*Technical*
Strategic Air Operations Centre **Global Service Centre/UNLB** **(UNLB section with a technical relationship with the Air Transport Section/Transportation and Movements Service/Logistics Support Division)**	1. United Nations global air operations functions: flight following, flight planning, diplomatic and air traffic control clearances, including input to Headquarters on the development and implementation of related policies 2. Coordination of mission aviation ground support requirements and equipment 3. Implementation of requests generated by Headquarters such as flight analysis and cost benefit analysis for specific projects 4. Manage UNLB aviation operations, including support to WFP aircraft	1. Limited to UNLB aviation operations 2. Draw from Headquarters policies and report on specific projects such as fuel cost savings etc.	1. Global tracking of United Nations long-term charter and military letter-of-assist aircraft; and reporting thereon to Headquarters/Air Transport Section to achieve cost and operational efficiencies 2. Search and rescue coordination 3. Ad hoc special flight planning and coordination; optimum aircraft/task selection 4. Technically monitor and execute plans for airfield infrastructure in support of field missions; based on established policies and guidelines 5. Act as flight coordinator for sensitive and high-level flights
Transportation and Movements Integrated Control Centre **Regional Service Centre at Entebbe, Uganda** **(Report administratively and operationally to the Chief of the Regional Service Centre; for technical and financial matters report to the Air Transport Section/Transportation and Movements Service at Headquarters)**	1. Receive and integrate movement request from regional missions resulting in multimodal solutions 2. Manage developed flight schedules or other movement operations 3. Coordinate successful implementation of plans with the relevant technical counterparts in the missions and report on performance 4. Oversee regional ground support operations to ensure optimized utilization	1. Regional inter-mission flight costs billing to support Air Transport Section/Transportation and Movements Service in performing their financial functions 2. Inter-office vouchers for regional aircraft rental and direct operating costs	1. Planning for all regional movements via multimode transportation 2. Based on a plan approved by the Movement Control Section/ Transportation and Movements Service/Logistics Support Division, tasking and utilization planning of strategic airlift 3. Regional technical instructions for implementation of regional movement plans based on established policies

	Management	*Financial*	*Technical*
	5. Assist Transportation and Movements Service/Logistics Support Division in development of standby arrangements, regional multimodal contracts 6. Develop internal operational and quality control processes		
Field missions: **Director of Mission Support/Chief of Mission Support and Chief Aviation Officer, Aviation Section**	1. Tasking authority for all in-mission tactical flights using mission aircraft 2. Utilization and safety of all assigned mission aircraft 3. United Nations operational control functions	1. Mission budget for ground, air navigation and fuel costs 2. Aviation support equipment and services	1. Aircraft usage reports to Headquarters 2. Air carrier and military letters of assist performance evaluation 3. Quality assurance and compliance 4. Airfield and helicopter landing site selection, certification and maintenance 5. Development of standard operating procedures 6. Mission technical compliance and quality assurance programme

Annex IV

Letter from the International Civil Aviation Organization to the Department of Field Support in respect of the United Nations Common Aviation Safety Standards

On behalf of the International Civil Aviation Organization (ICAO), I would like to congratulate the Department of Field Support and the World Food Programme (WFP) on finalizing version 2 of the United Nations Common Aviation Safety Standards. Throughout the amendment process, ICAO has worked in an advisory capacity to ensure consistency with the International Standards and Recommended Practices. I am pleased to advise you that the standards are now fully consistent with the ICAO International Standards and Recommended Practices. As a result, I strongly believe that the two Organizations will be in a better position to improve safety and promote interoperability. Interoperability is the means to further strengthen the existing cooperation between the Department of Field Support and WFP in aviation operations, thus facilitating efficient resource-sharing and the eventual ability to conduct joint operations, as may be needed. I would also wish to add that this work is an excellent example of inter-agency cooperation and collaboration through the Aviation Technical Advisory Group.

Most importantly, the Department of Field Support and WFP have taken the necessary steps to improve the safety of United Nations operations and our staff members travelling on board United Nations commercially charted aircraft. The new provisions address the specific nature of peacekeeping and humanitarian relief aviation operations and include standards dealing with vital safety issues such as:

(a) Ageing aircraft policies;

(b) Minimum experience requirements for flight crews;

(c) Safety management system requirements to facilitate a proactive and predictive approach to aviation safety;

(d) Qualification requirements for quality assurance management personnel.

The next step will be the approval and timely implementation of this new version. Of course, this step will be vitally important to achieve your goals of safety improvements and interoperability. I also noted that the draft report of the Joint Inspection Unit reviewing the United Nations humanitarian air support operations commented on the status of implementation of the standards and recommended that the Secretary-General raise the status of the standards. This could be accomplished by reporting to the General Assembly on the progress of implementation and adequacy of these standards.

ICAO shares the view of the Joint Inspection Unit in respect of the need to afford the United Nations Common Aviation Safety Standards a higher status within the United Nations system. I am also cognizant of the challenges of implementing new standards in global aviation operations. In this regard, ICAO is committed to assisting the Department of Field Support in its work to promulgate the standards at the highest levels within the United Nations.

(*Signed*) Nancy J. **Graham**
Director
Air Navigation Bureau

Annex V

Peacekeeping training resources

(United States dollars)

Peacekeeping components	*Appropriation 2009/10*	*Appropriation 2010/11*	*Proposed resources 2011/12*
MINURCAT			
Training consultants	185 600	76 000	Not applicable
Travel for training	572 500	400 000	Not applicable
Training fees, supplies and services	175 000	65 600	Not applicable
Subtotal	**933 100**	**541 600**	**Not applicable**
MINURSO			
Training consultants	13 500	15 000	15 000
Travel for training	292 500	250 100	270 300
Training fees, supplies and services	116 800	94 400	81 800
Subtotal	**422 800**	**359 500**	**367 100**
MINUSTAH			
Training consultants	214 900	655 900	626 400
Travel for training	565 700	968 100	1 120 200
Training fees, supplies and services	367 100	519 100	620 700
Subtotal	**1 147 700**	**2 143 100**	**2 367 300**
MONUC			
Training consultants	195 000	Not applicable	Not applicable
Travel for training	863 400	Not applicable	Not applicable
Training fees, supplies and services	701 135	Not applicable	Not applicable
Subtotal	**1 759 535**	**Not applicable**	**Not applicable**
MONUSCO			
Training consultants	Not applicable	189 830	236 800
Travel for training	Not applicable	772 440	890 500
Training fees, supplies and services	Not applicable	634 780	871 400
Subtotal	**Not applicable**	**1 597 050**	**1 998 700**
UNOCI			
Training consultants	111 000	180 900	181 700
Travel for training	1 163 900	1 399 900	1 616 000
Training fees, supplies and services	180 000	189 000	189 000
Subtotal	**1 454 900**	**1 769 800**	**1 986 700**
UNAMID			
Training consultants	76 100	185 700	172 500

Peacekeeping components	*Appropriation 2009/10*	*Appropriation 2010/11*	*Proposed resources 2011/12*
Travel for training	1 616 700	1 621 870	1 664 400
Training fees, supplies and services	196 400	1 246 700	1 654 700
Subtotal	**1 889 200**	**3 054 270**	**3 491 600**
UNDOF			
Training consultants	14 000	21 200	20 500
Travel for training	225 200	238 200	251 500
Training fees, supplies and services	72 200	40 100	49 800
Subtotal	**311 400**	**299 500**	**321 800**
UNFICYP			
Training consultants	0	0	0
Travel for training	190 300	147 800	131 000
Training fees, supplies and services	52 300	64 500	42 000
Subtotal	**242 600**	**212 300**	**173 000**
UNIFIL			
Training consultants	0	111 000	136 200
Travel for training	541 800	523 500	595 200
Training fees, supplies and services	398 200	475 800	556 700
Subtotal	**940 000**	**1 110 300**	**1 288 100**
Support for AMISOM			
Training consultants	139 400	56 000	70 400
Travel for training	321 500	301 600	334 000
Training fees, supplies and services	52 700	199 600	236 000
Subtotal	**513 600**	**557 200**	**640 400**
UNMIK			
Training consultants	0	80 000	110 000
Travel for training	80 300	108 500	115 400
Training fees, supplies and services	16 000	21 500	21 500
Subtotal	**96 300**	**210 000**	**246 900**
UNMIL	690 100	621 100	809 100
Travel for training	239 300	389 900	689 100
Training fees, supplies and services	75 600	116 600	141 500
Subtotal	**1 005 000**	**1 127 600**	**1 639 700**
UNMIS			
Training consultants	363 000	357 200	306 700

Peacekeeping components	*Appropriation 2009/10*	*Appropriation 2010/11*	*Proposed resources 2011/12*
Travel for training	737 200	1 702 800	737 000
Training fees, supplies and services	1 114 700	1 098 889	1 088 900
Subtotal	**2 214 900**	**3 158 889**	**2 132 600**
UNMIT			
Training consultants	212 900	38 000	383 300
Travel for training	2 058 900	1 467 400	1 994 000
Training fees, supplies and services	507 200	678 500	885 700
Subtotal	**2 779 000**	**2 183 900**	**3 263 000**
Total	**15 710 035**	**18 325 009**	**19 916 900**

Support account for peacekeeping operations

Department/Office	*Appropriation 2009/10*	*Appropriation 2010/11*	*Proposed resources 2011/12*
Department of Management			
Consultants	185 500	135 800	451 500
Official travel	961 100	395 700	414 500
Other supplies, services and equipment	737 700	632 200	160 300
Subtotal	**1 884 300**	**1 163 700**	**1 026 300**
Department of Public Information			
Consultants	0	12 000	12 000
Official travel	48 000	39 900	37 300
Other supplies, services and equipment	6 500	6 000	3 000
Subtotal	**54 500**	**57 900**	**52 300**
Department of Peacekeeping Operations			
Consultants	830 900	534 100	393 000
Official travel	2 970 700	1 481 000	1 441 400
Other supplies, services and equipment	880 600	810 100	890 100
Subtotal	**4 682 200**	**2 825 200**	**2 724 500**
Department of Safety and Security			
Official travel	483 300	593 900	521 100
Other supplies, services and equipment	523 500	9 900	20 500
Subtotal	**1 006 800**	**603 800**	**541 600**
Ethics Office			
Consultants	50 000	50 000	50 000

Department/Office	*Appropriation 2009/10*	*Appropriation 2010/11*	*Proposed resources 2011/12*
Official travel	23 900	23 900	30 600
Other supplies, services and equipment			10 400
Subtotal	**73 900**	**73 900**	**91 000**
Office of Information and Communications Technology			
Official travel	13 600	161 000	111 200
Other supplies, services and equipment	34 700	75 500	0
Subtotal	**48 300**	**236 500**	**111 200**
Office of Internal Oversight Services			
Consultants	138 000	32 000	85 000
Official travel	939 000	730 700	721 200
Other supplies, services and equipment	104 800	66 300	56 800
Subtotal	**1 181 800**	**829 000**	**863 000**
Office of Legal Affairs			
Other supplies, services and equipment	3 000	3 500	3 500
Subtotal	**3 000**	**3 500**	**3 500**
Office of the Ombudsman			
Official travel	57 500	15 500	23 900
Other supplies, services and equipment	8 400	20 400	10 400
Subtotal	**65 900**	**35 900**	**34 300**
Total	**9 000 700**	**5 829 400**	**5 447 700**

United Nations Logistics Base at Brindisi, Italy

	Appropriation 2009/10	*Appropriation 2010/11*	*Proposed resources 2011/12*
Training consultants	523 000	480 100	490 000
Travel for training	290 000	280 600	345 500
Training fees, supplies and services	260 800	159 700	150 600
Total	**1 073 800**	**920 400**	**986 100**

Annex VI

Reports containing proposals related to the implementation of the global field support strategy

A/65/738	Report of the Secretary-General on United Nations air operations (for the related report of the Advisory Committee on Administrative and Budgetary Questions, see A/65/743, sect. III.A)
A/65/761	Budget for the support account for peacekeeping operations for the period from 1 July 2011 to 30 June 2012 (for the related report of the Advisory Committee, see A/65/827)
A/65/760	Budget for the United Nations Logistics Base at Brindisi, Italy, for the period from 1 July 2011 to 30 June 2012 (for the related report of the Advisory Committee, see A/65/743/Add.12)
A/65/744	Budget for the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo for the period from 1 July 2011 to 30 June 2012 (for the related report of the Advisory Committee, see A/65/743/Add.8)
A/65/740	Budget for the African Union-United Nations Hybrid Operation in Darfur for the period from 1 July 2011 to 30 June 2012 (for the related report of the Advisory Committee, see A/65/743/Add.13)
A/65/731	Budget for the United Nations Mission in the Sudan for the period from 1 July 2011 to 30 June 2012 (for the related report of the Advisory Committee, see A/65/743/Add.10)
A/65/809	Financing of support of the African Union Mission in Somalia for the period from 1 July 2011 to 30 June 2012 (for the related report of the Advisory Committee, see A/65/743/Add.16)

Annex VII

Summary of posts/positions proposed to be transferred from United Nations Headquarters to the Global Service Centre in Brindisi, Italy

The table below shows the 10 posts/positions proposed to be transferred from United Nations Headquarters to the Global Service Centre in Brindisi, Italy, in the first phase of the reprofiling of the United Nations Logistics Base (UNLB) in connection with the relocation of the following five functions: information and communications technology asset management; financial systems technical support; global education grant processing for missions not located in Africa; field contract management; and airfield and air terminal standards (see A/65/643, para. 40). The list includes eight redeployments and two reassignments for a total of nine posts and one position funded through general temporary assistance.

Number/level	*Description*	*From Headquarters office*	*To UNLB office*
1 P-4	Chief, Contracts Management Unit	Logistics Support Division Specialist Support Service, Supply Section	Immediate Office of the Director, UNLB
1 P-3	Contracts Management Officer	Logistics Support Division Specialist Support Service, Supply Section	Immediate Office of the Director, UNLB
1 P-2	Contracts Management Officer	Logistics Support Division Specialist Support Service, Supply Section	Immediate Office of the Director, UNLB
1 NGS, G-4	Recruitment Clerk[a]	Field Personnel Division Field Personnel Operations Service	Field Central Review Board
1 NGS, G-4	Travel Assistant[a]	Field Personnel Division Field Personnel Operations Service	Field Central Review Board
1 P-4	Air Operations Officer	Logistics Support Division Transportation and Movement Service, Air Transport Section	Strategic Air Operations Centre
1 P-3	Air Operations Officer[b]	Logistics Support Division Transportation and Movement Service, Air Transport Section	Strategic Air Operations Centre
1 P-3	Information Technology Officer	Field Budget and Finance Division Office of the Director Field System Support Unit	Office of the Chief, Communications and Information Technology Service
1 P-4	Strategic Deployment Stock Telecommunications Officer	Information and Communications Technology Division Field Communications and Information Technology Service	Office of the Chief, Communications and Information Technology Service

Number/level	Description	From Headquarters office	To UNLB office
1 NGS	Information Technology Assistant	Information and Communications Technology Division Field Communications and Information Technology Service	Property Management Section

Abbreviation: NGS = national General Service.

[a] Reassignment.

[b] General temporary assistance.

Annex VIII

Summary of costs associated with the Regional Service Centre at Entebbe, Uganda

Category of expenditure	*UNAMID*	*MONUSCO*	*UNMIS*	*UNSOA*	*BNUB*	*BINUCA*	*Total*
Civilian personnel							
International staff	1 139 900	1 141 200	1 755 900	—	—	—	4 037 000
National staff	35 500	157 700	128 500	—	—	—	321 700
United Nations Volunteers	—	54 600	—	—	—	—	54 600
Total civilian personnel	**1 175 400**	**1 353 500**	**1 884 400**	**—**	**—**	**—**	**4 413 300**
Operational costs							
Official travel	20 600	15 500	11 500	2 800	230	220	50 850
Facilities and infrastructure	2 105 800	1 620 100	1 173 900	185 000	23 000	22 800	5 130 600
Ground transportation	35 500	27 500	19 800	4 800	400	400	88 400
Communications	25 000	19 200	13 900	3 400	300	300	62 100
Information technology	17 000	13 000	9 500	2 300	200	200	42 200
Medical	2 600	2 000	1 500	400	50	50	6 600
Other supplies, services and equipment	3 500	2 700	2 000	500	50	50	8 800
Total operational costs	**2 210 000**	**1 700 000**	**1 232 100**	**199 200**	**24 230**	**24 020**	**5 389 550**
Total costs associated with the Regional Service Centre	**3 385 400**	**3 053 500**	**3 116 500**	**199 200**	**24 230**	**24 020**	**9 802 850**

Annex IX

Terms of reference for the governance framework of the Regional Service Centre at Entebbe, Uganda

I. Regional Service Centre Steering Committee

1. The Regional Service Centre Steering Committee is the decision-making body for the Centre, in compliance with General Assembly resolutions, United Nations Secretariat rules and regulations, strategic guidance from United Nations Headquarters and oversight bodies. It will consult with the Global Field Support Strategy Implementation Coordination Team, as required.

2. The Steering Committee is composed of:

(a) Assistant Secretary-General for Field Support (Chair);

(b) Directors/Chiefs of Mission Support of the missions served by the Service Centre (members);

(c) Regional Service Centre Project Sponsor (a Director in the Department of Field Support designated by the Under-Secretary-General for Field Support) and the Global Field Support Strategy Implementation Coordination Team leader.

3. The Steering Committee is responsible for:

(a) Services to be provided by the Service Centre;

(b) Organization and staffing of the Service Centre;

(c) Agreements with the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) Entebbe Support Base on shared services (including performance indicators and cost recovery);

(d) Accomplishment of the objectives of the Service Centre;

(e) Agreements/service level agreements for the projects with the participating missions (including performance indicators and cost recovery);

(f) Non-staff resources to be allocated to the Service Centre by the participating missions;

(g) Identifying new projects.

II. Regional Service Centre Executive Secretary

The Regional Service Centre Steering Committee will nominate one of the Directors/Chiefs of Mission Support to serve on a one-year rotational basis as the Service Centre Executive Secretary. The Executive Secretary will consult with the Global Field Support Strategy Implementation Coordination Team, as required. In addition:

(a) The Executive Secretary will be accountable directly to the Regional Service Centre Steering Committee. The mission contributing the Executive Secretary will also provide the secretariat function for the Steering Committee;

(i) The secretariat function will comprise mainly: supporting the Executive Secretary in organizing Steering Committee and Service Centre Focal Point meetings; coordinating records of decisions; distributing information as required; archiving and keeping a repository of documents; and liaising with the Global Field Support Strategy Implementation Coordination Team for support;

(ii) In the absence of the Chair of the Steering Committee, the Executive Secretary will chair the meetings of the Committee;

(b) The Executive Secretary will elevate issues to the Assistant Secretary-General for Field Support, as required;

(c) The Executive Secretary will be the main point of contact for oversight bodies.

III. Chief of the Regional Service Centre

1. The Regional Service Centre Steering Committee will recommend the selection of the Chief of the Centre at the D-1 level, who will report directly to the Executive Secretary and consult with the Global Field Support Strategy Implementation Coordination Team, as required. In addition:

(a) Strategic guidance and technical support: the Service Centre Chief is responsible for implementation of the objectives of the Centre and coordination with the mission focal points group and Department of Field Support directors receiving strategic guidance and technical support;

(b) Operational support: the Chief will work closely with the focal points group on project implementation for operational support and guidance and to validate the services provided to missions;

(c) The Chief will elevate issues to the Executive Secretary, as required.

2. The Regional Service Centre Chief is responsible for the following:

(a) Operational responsibilities:

(i) Achieve all operational targets as defined by the Steering Committee and reflected in the service level agreements between the Centre and the regional missions;

(ii) Oversee projects as designated by the Steering Committee;

(iii) Achieve all operational targets as defined by the Steering Committee and reflected in the service level agreement between the Centre and the MONUSCO Entebbe Support Base;

(iv) Advise the Steering Committee and suggest actions and plans to further develop the Regional Service Centre according to the established goals;

(v) Establish and provide oversight for the cost apportionment mechanism as approved by the Steering Committee;

(vi) Manage all Regional Service Centre personnel, assets and other resources;

(vii) Establish standard operating procedures for the Centre;

(viii) Be accountable for all expenses of the Regional Service Centre to the Steering Committee;

(b) Personnel management: ensure adequate Regional Service Centre staff skills, training, commitment and line management;

(c) Stakeholder relationships:

(i) Manage relations with mission leaderships to define and achieve mission priorities relating to Regional Service Centre service delivery;

(ii) Achieve a collaborative relation with directors of the Department of Field Support to ensure close alignment with that department's strategic goals and objectives;

(iii) Ensure alignment and effective coordination with MONUSCO Entebbe Support Base chief and staff;

(iv) As required, in close cooperation with the chief of the Entebbe Support Base, establish an adequate relationship with Government of Uganda officials to ensure collaboration and proper development of the Centre;

(d) Reporting and communications:

(i) Design and implement an information system to periodically update the Steering Committee on all relevant aspects of Regional Service Centre performance;

(ii) Ensure that Department of Field Support directors are fully apprised of all issues related to strategy;

(iii) Lead the development and implementation of a communications plan for staff and stakeholders to ensure that appropriate information is delivered and that adequate feedback is obtained to facilitate service delivery and operation of the Centre;

(iv) Provide quarterly updates through the Executive Secretary to the Assistant Secretary-General for Field Support on achievements and performance of the Centre in the context of the Global Field Support Strategy for legislative bodies.

IV. Regional Service Centre Planning and Control Team Leader

1. The Regional Service Centre Planning and Control Team Leader, at the P-5 level, will report directly to the Chief of the Centre.

2. The Planning and Control Team Leader is responsible for the following:

(a) Process analysis and planning for the Centre:

(i) Analyse all processes proposed as candidates to be transferred to the Regional Service Centre from missions utilizing the standard methodology for projects;

(ii) In collaboration with the Chief of the Centre, present to the Steering Committee the results of the process analyses for decision on transfer of functions performed in the missions to the Centre. For processes approved by

the Steering Committee for transfer to the Centre, validate and further develop the business case initiated by focal points, including:

- Key performance indicators
- Service level agreements or annexes to the umbrella service level agreement with the missions
- Draft and coordinate with mission counterparts modifications/adaptations to the service level agreement with MONUSCO Entebbe Support Base, as required
- Implement a plan for the transfer of processes from missions to the Regional Service Centre, setting out target dates and establishing milestones for transfers
- Planning of future projects
- Monitor implementation of all projects
- Follow up on audit recommendations

(iii) For all processes, the Regional Service Centre Planning and Control Team Leader will be responsible for proposing service improvements through process re-engineering, aligned with Umoja, and/or through suggesting viable means of achieving efficiencies/economies of scale. This function is undertaken in close collaboration with the Operations and Administration Team Leader;

(b) Regional Service Centre process control:

(i) Review existing processes and propose improvements for implementation;

(ii) Monitor and report on operational performance for all processes already operational within the Regional Service Centre;

(iii) Design and implement customer satisfaction surveys to track the performance of the Centre;

(c) Personnel management: ensure technical skills and performance of the Planning and Control Team meet industry standards.

V. Regional Service Centre Operations and Administration Team Leader

1. The Regional Service Centre Operations and Administration Team Leader, at the P-5 level, will report directly to the Chief of the Centre.

2. The Operations and Administration Team Leader is responsible for the following:

(a) Operations management/administration:

(i) Oversee and implement projects, except those under the direct supervision of the Chief of the Centre;

(ii) Achieve project key performance indicators and all service level agreement components for each project;

(iii) Maintain close contact with the mission focal points and other mission technical leads to ensure solid understanding of mission priority objectives for Service Centre deliverables;

(iv) Achieve customer satisfaction objectives, as measured by performance surveys, and implement corrective/satisfaction improvement actions as required;

(v) Administer operational data to support charge-back of services provided to missions;

(vi) Report on cost and performance of projects and recommend improvements to the Chief;

(b) Personnel management:

(i) Ensure adequate operations staff technical skills, training and commitment;

(ii) Develop client orientation and focus among all operations staff;

(iii) Ensure performance benchmarks are understood and met by operations staff;

(iv) Ensure staff succession planning/rotation and project resources.

VI. Chief, Transport and Movements Integrated Control Centre

1. The Chief of the Transport and Movements Integrated Control Centre, at the P-5 level, will report directly to the Chief of the Regional Service Centre.

2. The Chief of the Transport and Movements Integrated Control Centre is responsible for the following:

(a) Liaise, negotiate and coordinate with missions to be served regarding transportation services and functions that may be transferred to the Service Centre;

(b) Plan, organize, implement, manage and oversee the transition of transportation services from the missions into the Service Centre through the Transport and Movements Integrated Control Centre units (Planning and Operations; Regional Infrastructure Unit; and Training and Management Support Unit);

(c) Liaise with United Nations Headquarters on all matters related to the Transport and Movements Integrated Control Centre project;

(d) Manage the development of key performance indicators to define and measure the effectiveness of services;

(e) Manage the development of service level agreements between the Regional Service Centre and missions relating to transportation;

(f) Define policies and standard operating procedures for the delivery of services and for the corresponding performance assessment and the tools required to ensure compliance;

(g) Coordinate with missions to ensure that the operational priorities are reflected and aligned with the mandate of the Regional Service Centre;

(h) Ensure that services provided are in line with technical capabilities and resources;

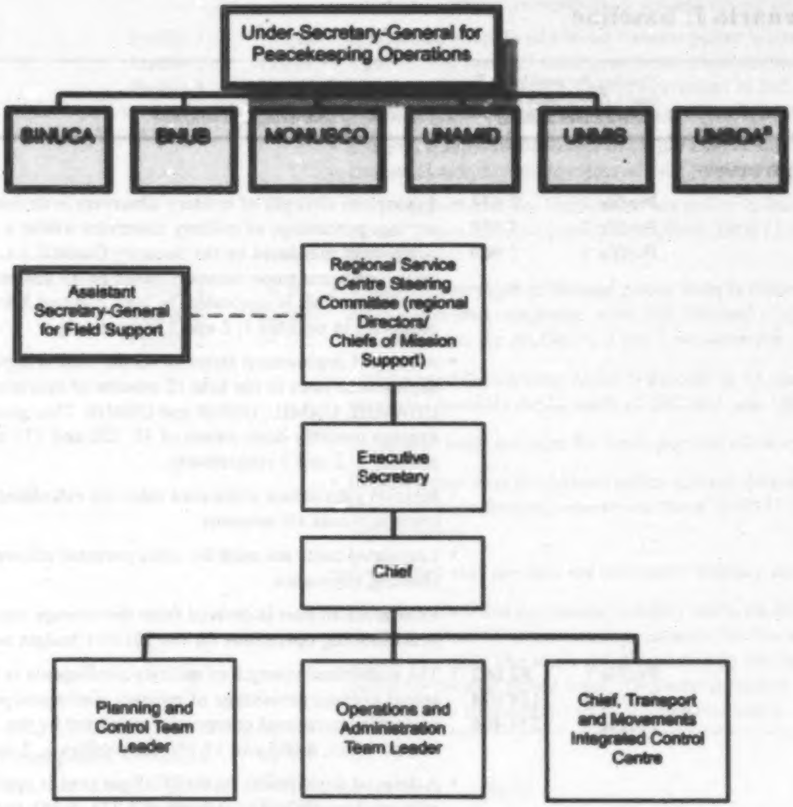
(i) Ensure that the operational priorities of the Transport and Movements Integrated Control Centre are reflected and aligned with the mandates of the missions to be served;

(j) Identify the needs in the region and work with United Nations Headquarters to develop inter-agency cooperation and standby arrangements;

(k) Develop and disseminate best practices.

Annex X

Organization chart of the Regional Service Centre at Entebbe, Uganda


Under-Secretary-General for Peacekeeping Operations
BINUCA
BNUB
MONUSCO
UNAMID
UNMIS
UNSOA[a]
Assistant Secretary-General for Field Support
Regional Service Centre Steering Committee (regional Directors/ Chiefs of Mission Support)
Executive Secretary
Chief
Planning and Control Team Leader
Operations and Administration Team Leader
Chief, Transport and Movements Integrated Control Centre

[a] **UNSOA is a field support operation led by the Department of Field Support. The Director of UNSOA reports to the Under-Secretary-General for Field Support.**

Annex XI

Detailed analysis of standard funding levels by expenditure class

Scenario I: baseline

Expenditure class	*Funding for profiles 1, 2 and 3 (Thousands of United States dollars)*		*Key elements of underlying cost structure*
Military and police personnel			
Military observers	Profile 1 Profile 2 Profile 3	2 674 5 578 7 969	• Authorized strength of military observers is derived from the actual average percentage of military observers within a uniformed personnel component mandated by the Security Council, i.e., 2.7 per cent of the total contingent troop numbers based on all current peacekeeping operations. This is equivalent to 100, 210 and 300 authorized military observers in profiles 1, 2 and 3 respectively. • A delayed deployment factor of 43 per cent is applied to the actual deployment rates in the first 12 months of operations of MINURCAT, UNAMID, UNMIL, ONUB and UNMIS. This gives an estimate of average monthly deployment of 57, 120 and 171 military observers for profiles 1, 2 and 3 respectively. • Mission subsistence allowance rates are calculated as the actual average across all missions. • Legislated costs are used for other personal allowances, including clothing allowance. • Emplacement cost is derived from the average one-way cost across all peacekeeping operations for the 2010/11 budget submissions.
Military contingents	Profile 1 Profile 2 Profile 3	82 063 154 674 234 406	• The authorized strength of military contingents is derived based on the actual average percentage of military contingent personnel within a uniformed personnel component mandated by the Security Council, i.e., as 4,255, 8,065 and 12,100 for profiles 1, 2 and 3 respectively. • A delayed deployment factor of 35 per cent is applied, giving an estimated monthly deployment of 2,771, 5,251 and 7,879 respectively. • Legislated costs are used for basic pay and allowances. • Emplacement costs for staff officers and contingents are derived as averages across all peacekeeping operations (from 2010/11 budget submissions). • Mission subsistence allowance rates for staff officers for the first 30 days of emplacement and for the rest of the year are based on averages across all missions. • Rations cost per day per contingent is the actual average of all ration contracts in place for missions with logistical challenges categorized as "moderate". • Contingent-owned equipment monthly costs are based on memorandums of understanding for each type of contingent/unit, adjusted for the standard number of troops in a battalion/unit (according to the force configuration for the profile). The totals are discounted by the delayed deployment factor for contingents. An unserviceability factor of 2 per cent is applied to contingent-owned equipment claims.

Expenditure class	*Funding for profiles 1, 2 and 3 (Thousands of United States dollars)*		*Key elements of underlying cost structure*
			• Costs for sea and air freight are derived based on actual average costs per cubic metre with a proposed split of 80 per cent of contingent-owned equipment transported by sea and 20 per cent by air.
United Nations police	Profile 1 Profile 2 Profile 3	7 535 15 380 21 883	• Authorized strength of United Nations police is derived, on average, as 9 per cent of the total contingent troop numbers, based on all current peacekeeping operations. This is equivalent to 365, 745 and 1,060 authorized United Nations police in profiles 1, 2 and 3 respectively. • A delayed deployment factor of 56 per cent is applied, giving an estimated monthly deployment of 162, 331 and 471 respectively. • Emplacement cost for United Nations police is derived as an average across all peacekeeping operations (from 2010/11 budget submissions).
Formed police units	Profile 1 Profile 2 Profile 3	6 305 22 066 34 575	• Authorized strength of formed police units is determined as for the other uniformed categories, with 280, 980 and 1,540 formed police unit personnel for profiles 1, 2 and 3 respectively. • The delayed deployment factor is derived as 35 per cent, giving an estimated monthly deployment of 183, 641 and 1,007 respectively. • Legislated costs are used for basic pay and allowances. • Emplacement cost for formed police units is derived as an average across all peacekeeping operations (from 2010/11 budget submissions). • For rations cost per day, see text under military contingents. • Contingent-owned equipment monthly costs are based on actual memorandums of understanding, adjusted for the standard number of police in a unit. The totals are discounted by the delayed deployment factor for formed police units. An unserviceability factor of 2 per cent is applied to contingent-owned equipment claims.
Subtotal, military and police	**Profile 1** **Profile 2** **Profile 3**	**98 576** **197 698** **298 833**	
Civilian personnel			
International staff	Profile 1 Profile 2 Profile 3	31 891 43 139 54 387	• Total staff numbers are based on a best-fit analysis of staff in ONUB, MINUSTAH, UNOCI and UNMIL, giving a total civilian staffing complement of 936, 1,266 and 1,596 for profiles 1, 2 and 3 respectively. • International staff numbers are then derived by applying a proportion to the total civilian staff based on the UNOCI staffing table (as a proxy) in its start-up phase, giving 349, 469 and 590 respectively. • The delayed deployment factor for international staff is 54 per cent; the above totals are therefore discounted to 161, 216 and 271 respectively. • Monthly salaries, common staff costs and staff assessment costs are derived from data across peacekeeping missions provided for the 2011/12 budget submissions by the Peacekeeping Financing Division.

Expenditure class	*Funding for profiles 1, 2 and 3 (Thousands of United States dollars)*		*Key elements of underlying cost structure*
			• The average monthly hazard pay rate is derived from data across peacekeeping missions and is discounted to 10 months to allow for absence from the mission area.
National staff	Profile 1	5 985	• Following the same methodology as for international staff, there are 448, 607 and 766 national staff in profiles 1, 2 and 3 respectively. • The delayed deployment factor for national staff is 63 per cent, which discounts these totals to 166, 225 and 283 respectively. • Monthly salary rates are derived from the average across peacekeeping missions with indicative grades of NOB/1 for National Professional Officers and GS-4/6 for General Service levels. • Monthly hazard pay rates for National Professional Officers and General Service staff are derived from the average of mid-salary rates across peacekeeping missions.
	Profile 2	8 098	
	Profile 3	10 206	
United Nations Volunteers	Profile 1	1 565	• Using the same methodology as above, there are 139, 190 and 240 United Nations Volunteers in profiles 1, 2 and 3 respectively. • The delayed deployment factor for United Nations Volunteers is 49 per cent, which discounts this to 71, 97 and 122 respectively. • Other United Nations Volunteer entitlements are derived from average costs across all peacekeeping missions from the 2010/11 budget submissions. • The monthly hazard pay rate is a standard legislated amount.
	Profile 2	2 117	
	Profile 3	2 669	
Subtotal, civilian staffing	**Profile 1**	**39 442**	
	Profile 2	**53 354**	
	Profile 3	**67 262**	
Operational costs			
Consultants	Profile 1	59	• Consultant costs are derived from the average of the actual consultant cost per authorized civilian personnel at the start-up phase of peacekeeping operations.
	Profile 2	79	
	Profile 3	100	
Official travel	Profile 1	832	• Travel within and outside the mission area is based on number of personnel, number of field offices and travel duration. Ratios of staff travelling are based on budgeted levels across peacekeeping missions. • Average daily subsistence allowance rate is derived from actual cost data across all peacekeeping missions, while the average round trip airfare is derived as an average of travel costs from New York to all peacekeeping missions. • The travel-training cost is derived from the average of cost data taken for the start-up phase of peacekeeping operations.
	Profile 2	1 017	
	Profile 3	1 205	
Facilities and infrastructure	Profile 1	61 432	• The focus of the mission will be the establishment of facilities and infrastructure at the mission headquarters and in the regional offices. The construction of camps will begin but will be limited to the battalions deploying in the first 18 months of operations. Construction of hospital facilities and airfields will also begin.
	Profile 2	95 452	
	Profile 3	130 778	

Expenditure class	*Funding for profiles 1, 2 and 3 (Thousands of United States dollars)*	*Key elements of underlying cost structure*
		• The mission will acquire its total requirements of the following critical assets from strategic deployment stocks and systems contracts: prefabricated buildings, generators, water treatment plants, office furniture and equipment, fuel tanks, and security and safety equipment. These total requirements are discounted to account for the global vacancy rate for civilian and uniformed staff. **• Activities will include site preparation, erection of prefabricated units and installation of equipment, including the communications infrastructure, as well as making the sites compliant with minimum operating security standards.** **• Recurrent costs over the period will include:** **• Rental of premises, based on the number and type of premises derived in the model and indicative monthly rates;** **• Rental of office equipment, based on number of staff and offices;** **• Maintenance services, security services, utilities, maintenance supplies, field defence supplies, spare parts and sanitation materials, based on average actual expenditures in start-up missions;** **• Petrol, oil and lubricants consumption is based on standard ratios and the number of generators derived in the model.** **• Self-sustainment costs for deployed contingents are derived in the same way as contingent-owned equipment above and are discounted for delayed deployment factor rates.**
Ground transportation	**Profile 1 33 111** **Profile 2 49 219** **Profile 3 64 374**	**• Requirements are based on the number and configuration of deployed civilian and uniformed personnel, i.e., normal ratios, as well as the following:** **• Minibuses and medium buses for national staff, as well as general transportation functions;** **• Firefighting vehicles, to be stationed at headquarters and at each of the regional offices;** **• Ambulances, to be stationed at headquarters and at each of the regional offices;** **• Airfield vehicles, including baggage dollies and fuel trucks, to be stationed at main airport and regional airfields;** **• Pallet loading system (cargo) trucks;** **• Material handling and construction vehicles, including bulldozers, cranes and forklifts.** **• Recurrent costs over the period include the following assumptions:** **• Liability insurance costs, in accordance with the July 2010 worldwide vehicle third party liability policy;** **• Repairs and maintenance;** **• Petrol, oil and lubricants, with fuel costs calculated as the average price per litre across all active peacekeeping operations from the 2010/11 budget submissions;** **• An initial stock of spare parts.**

Expenditure class	*Funding for profiles 1, 2 and 3 (Thousands of United States dollars)*		*Key elements of underlying cost structure*
Air transportation	**Profile 1** **Profile 2** **Profile 3**	**45 322** **45 322** **45 322**	**• The operational fleet of three fixed-wing and eight rotary-wing aircraft (four civilian and four military) is based on the UNOCI fleet at start-up as a indicative mission. The number of aircraft remains the same under all of the profiles in this scenario as the requirement for aircraft is driven more by mission size and number of locations than by troop levels, and these stay constant under all profiles in the scenario.** **• Hourly rates (rental and operation), services, landing fees, insurance and petrol, oil and lubricants are based on actual costs. Average fuel costs are derived from prices provided across all peacekeeping budgets for 2010/11.**
Communications	**Profile 1** **Profile 2** **Profile 3**	**22 978** **25 770** **30 633**	**• Costs are based on initial investment costs associated with the establishment of the mission-wide communications network. The mission will be able to acquire the majority of its requirements from strategic deployment stocks and systems contracts within the first 12 months.** **• Requirements include the establishment of the satellite communications backbone comprising VSATs, repeaters and microwave links in each location; PABX telephone exchanges, VHF and UHF base stations for radio rooms; a mobile telecommunications system (MDTS), INMARSAT capabilities, video- and teleconference facilities and hand-held and vehicle-mounted radios for mission staff. The mission will also acquire rapidly deployable containerized broadcasting equipment.** **• Other recurrent communications costs include satellite transponder leases, United Nations Logistics Base shared lines and INMARSAT charges, and an initial stock of spare parts and self-sustainment costs for deployed contingents.** **• Contingent-owned equipment self-sustainment costs are based on actual memorandums of understanding for each type of contingent/unit and are based on numbers of uniformed personnel.** **• Public information: costs are based on the average of actual expenditure data at start-up phase across peacekeeping missions.**
Information technology	**Profile 1** **Profile 2** **Profile 3**	**7 874** **9 760** **11 598**	**• Requirements are based on initial investment costs associated with the establishment of the mission-wide information technology network. The mission will acquire the majority of its requirements from strategic deployment stocks and systems contracts within the first 12 months.** **• Calculations include the acquisition of computers and printers in line with standard ratios and the establishment of the mission information technology network, including servers, routers, switches, firewalls, storage area networks and wireless local area networks.** **• Other significant costs include standard costs for centralized information technology support services, licences and an initial stock of spare parts.**

Expenditure class	*Funding for profiles 1, 2 and 3 (Thousands of United States dollars)*		*Key elements of underlying cost structure*
Medical	**Profile 1**	**2 072**	• **Acquisition costs are derived from the average of cost data taken for the initial start-up phase of operations across peacekeeping missions as a percentage of total medical costs (29 per cent).** • **Medical services costs and ratios are based on standard ratios, which are based on numbers of uniformed and civilian personnel, hence increases in profiles 2 and 3.** • **Contingent-owned equipment self-sustainment costs are based on actual memorandums of understanding for each type of contingent/unit and are based on numbers of uniformed personnel.**
	Profile 2	**3 972**	
	Profile 3	**5 859**	
Special equipment	**Profile 1**	**1 094**	• **Acquisition costs are based on standard ratios and costs. The ratios are based on numbers of uniformed personnel, hence increases in profiles 2 and 3.** • **Contingent-owned equipment self-sustainment costs are based on actual memorandums of understanding for each type of contingent/unit and are based on numbers of uniformed personnel, hence increases in profiles 2 and 3.**
	Profile 2	**2 188**	
	Profile 3	**3 267**	
Other supplies, services and equipment	**Profile 1**	**5 586**	• **Acquisition costs, personal protection gear and accoutrements, flags and decals are based on standard ratios and costs. The ratios are based on numbers of personnel, hence increases in profiles 2 and 3.** • **Freight is calculated at 15 per cent of the value of equipment. Additionally, shipment of United Nations-owned equipment will require the chartering of vessels, with increased numbers of vessels with each profile.**
	Profile 2	**9 366**	
	Profile 3	**13 048**	
Quick-impact projects	**Profile 1**	**400**	• **Based on average actual expenditure across start-up operations, derived as 0.15 per cent of the total mission budget, with a ceiling of $900,000.**
	Profile 2	**700**	
	Profile 3	**900**	
Subtotal, operational costs	**Profile 1**	**180 760**	
	Profile 2	**242 844**	
	Profile 3	**307 084**	
Gross requirements	**Profile 1**	**318 778**	
	Profile 2	**493 897**	
	Profile 3	**673 178**	

Scenario II: adjusted for mission size and logistical challenge factors

Expenditure class	*Funding for profiles 1, 2 and 3 (Thousands of United States dollars)*		*Key elements of underlying cost structure*
Military and police personnel			
Military observers	Profile 1 Profile 2 Profile 3	2 674 5 578 7 969	• Authorized strength of military observers is derived based on the actual average percentage of military observers within a uniformed personnel component mandated by the Security Council, i.e., 2.7 per cent of the total contingent troop numbers based on all current peacekeeping operations. This is equivalent to 100, 210 and 300 authorized military observers in profiles 1, 2 and 3 respectively. • A delayed deployment factor of 43 per cent is applied to the actual deployment rates in the first 12 months of operations of MINURCAT, UNAMID, UNMIL, ONUB and UNMIS. This gives an estimate of average monthly deployment of 57, 120 and 171 Military Observers respectively. • Mission subsistence allowance rates are calculated as the actual average across all missions. • Legislated costs are used for other personal allowances including clothing allowance. • Emplacement cost is derived from the average one-way cost across peacekeeping missions for the 2010/11 budgets.
Military contingents	Profile 1 Profile 2 Profile 3	105 797 198 922 301 595	• The authorized strength of military contingents is derived based on the actual average percentage of military contingents within a uniformed personnel component mandated by the Security Council, i.e., as 4,255, 8,065 and 12,100 for profiles 1, 2 and 3 respectively. • A delayed deployment factor of 35 per cent is applied, giving an estimated monthly deployment of 2,771, 5,251 and 7,879 respectively. • Legislated costs are used for basic pay and allowances. • Emplacement costs for staff officers and contingents are derived as averages across all peacekeeping operations (from 2010/11 budget submissions). • Mission subsistence allowance rates for staff officers for the first 30 days of emplacement and for the rest of the year are based on average legislated amounts across all missions. • Rations cost per day per contingent is the actual average of all ration contracts in place for missions with difficult logistical challenges. • Contingent-owned equipment monthly costs are based on memorandums of understanding for each type of contingent/unit, adjusted for the standard number of troops in a battalion/unit (in accordance with the force configuration for the profile). The totals are discounted by the delayed deployment factor for contingents. An unserviceability factor of 2 per cent is applied to contingent-owned equipment claims. • Costs for sea and air freight are derived based on actual average costs per cubic metre with a proposed split of 80 per cent of contingent-owned equipment transported by sea and 20 per cent by air. • Freight costs are based on 50 per cent of the units being deployed with "heavy" equipment.
United Nations police	Profile 1 Profile 2 Profile 3	7 535 15 380 21 883	• Authorized strength of United Nations police is derived, on average, as 9 per cent of the total contingent troop numbers, based on all current peacekeeping operations. This is equivalent to 365, 745 and 1,060 authorized United Nations police in profiles 1, 2 and 3 respectively.

Expenditure class	*Funding for profiles 1, 2 and 3 (Thousands of United States dollars)*		*Key elements of underlying cost structure*
			• A delayed deployment factor of 56 per cent is applied, giving an estimated monthly deployment of 162, 331 and 471 respectively. • Emplacement cost for United Nations police is derived as an average across all peacekeeping operations (from 2010/11 budget submissions).
Formed Police Units	Profile 1	7 751	• Authorized strength of Formed Police Units is determined as for the other uniformed categories, with 280, 980 and 1,540 Formed Police Unit personnel for profiles 1, 2 and 3 respectively. • The delayed deployment factor is derived as 35 per cent, giving an estimated monthly deployment of 183, 641 and 1,007 respectively. • Legislated costs are used for basic pay and allowances. • Emplacement cost for Formed Police Units is derived as an average across all peacekeeping operations (from 2010/11 budget submissions). • For rations cost per day, see text under military contingents. • Contingent-owned equipment monthly costs are based on actual memorandums of understanding, adjusted for the standard number of police in a unit. The totals are discounted by the delayed deployment factor for Formed Police Units. An unserviceability factor of 2 per cent is applied to contingent-owned equipment claims. • Freight costs are based on 50 per cent of the units being deployed with "heavy" equipment.
	Profile 2	27 129	
	Profile 3	42 530	
Subtotal, military and police	**Profile 1**	**123 757**	
	Profile 2	**247 009**	
	Profile 3	**373 977**	
Civilian personnel			
International staff	Profile 1	41 552	• Total staff numbers are based on a best-fit analysis of staff in MINURCAT, MONUC, UNAMID and UNMIS, giving a total civilian staffing complement of 1,696, 2,697 and 3,699 in profiles 1, 2 and 3 respectively. • International staff numbers are then derived by applying a proportion to the total civilian staff based on the UNMIS staffing table (as a proxy) in its start-up phase, giving 452,719 and 981, in profiles 1, 2 and 3 respectively. • The delayed deployment factor for international staff is 54 per cent; the above totals are therefore discounted to 208, 331 and 454 respectively. • Monthly salaries, common staff costs and staff assessment costs are derived from data across peacekeeping missions provided for 2011/12 budgets by the Peacekeeping Financing Division. • The average monthly hazard pay rate is derived from data across peacekeeping missions and is discounted to 10 months to allow for absence from the mission area.
	Profile 2	66 104	
	Profile 3	90 615	
National staff	Profile 1	14 348	• Following the same methodology as for international staff, there are 1,090, 1,734 and 2,378 national staff in profiles 1, 2 and 3 respectively. • The delayed deployment factor for national staff is 63 per cent, which discounts these totals to 403, 642 and 880 respectively. • Monthly salary rates are derived from the average across peacekeeping missions with indicative grades of NOB/1 for National Professional Officers and GS-4/6 for General Service levels.
	Profile 2	22 815	
	Profile 3	31 285	

Expenditure class	*Funding for profiles 1, 2 and 3 (Thousands of United States dollars)*	*Key elements of underlying cost structure*
		• Monthly hazard pay rates for National Professional Officers and General Service staff are derived from the average of mid-salary rates across peacekeeping missions.
United Nations Volunteers	Profile 1 1 730 Profile 2 2 756 Profile 3 3 778	• Using the same methodology as above, there are 154, 244 and 335 United Nations Volunteers in profiles 1, 2 and 3 respectively. • The delayed deployment factor for United Nations Volunteers is 49 per cent, which discounts this to 79, 124 and 171 respectively. • Other United Nations Volunteer entitlements are derived from average costs across all peacekeeping missions from the 2010/11 budget submissions. • The monthly hazard pay rate is a standard legislated amount.
Subtotal, civilian staffing	**Profile 1 57 629** **Profile 2 91 674** **Profile 3 125 678**	
Operational costs		
Consultants	Profile 1 106 Profile 2 169 Profile 3 231	• Consultant costs are derived from the average of actual consultant cost per authorized civilian personnel at the start-up phase of peacekeeping operations.
Official travel	Profile 1 1 056 Profile 2 1 499 Profile 3 1 941	• Travel within and outside the mission area is based on number of personnel, number of field offices and travel duration. Ratios of staff travelling are based on budgeted levels across peacekeeping missions. • Average daily subsistence allowance rate is derived from data across all peacekeeping missions, while the average round trip airfare is derived as an average of travel costs from New York to all peacekeeping missions. • The travel-training cost is derived from the average of cost data taken for the start-up phase of peacekeeping operations.

Facilities and infrastructure	Profile 1 82 579
	Profile 2 123 488
	Profile 3 165 694
		• The focus of the mission will be the establishment of facilities and infrastructure at the mission headquarters and in the regional offices. The construction of camps will begin but will be limited to the battalions deploying in the first 18 months of operations. Construction of hospital facilities and airfields will also begin.
		• The mission will acquire its total requirements of the following critical assets from strategic deployment stocks and systems contracts: prefabricated buildings, generators, water treatment plants, office furniture and equipment, fuel tanks and security and safety equipment. These total requirements are discounted to account for the global vacancy rate for civilian and uniformed staff.
		• Activities will include site preparation, erection of prefabricated units and installation of equipment, including the communications infrastructure, as well as making the sites compliant with minimum operating security standards.
		• Recurrent costs over the period will include:
		  • Rental of premises, based on the number and type of premises derived in the model and indicative monthly rates;
		  • Rental of office equipment, based on numbers of staff and offices;
		  • Maintenance services, security services, utilities, maintenance supplies, field defence supplies, spare parts and sanitation materials, based on average actual expenditures in start-up missions;

Expenditure class	*Funding for profiles 1, 2 and 3 (Thousands of United States dollars)*		*Key elements of underlying cost structure*
			• Petrol, oil and lubricants consumption is based on standard ratios and the number of generators derived in the model. • Self-sustainment costs for deployed contingents are derived in the same way as contingent-owned equipment above and are discounted for delayed deployment factor rates.
Ground transportation	Profile 1	40 494	• Requirements are based on the number and configuration of deployed civilian and uniformed personnel, i.e., normal ratios, as well as the following: • Minibuses and medium buses for national staff, as well as general transportation functions; • Firefighting vehicles, to be stationed at headquarters and at each of the regional offices; • Ambulances, to be stationed at headquarters and at each of the regional offices; • Airfield vehicles, including baggage dollies and fuel trucks, to be stationed at main airport and regional airfields; • Pallet loading system (cargo) trucks; • Material handling and construction vehicles, including bulldozers, cranes and forklifts. • Recurrent costs over the period include the following assumptions: • Liability insurance costs, in accord once with the July 2010 worldwide vehicle third party liability policy; • Repairs and maintenance; • Petrol, oils and lubricants, with fuel costs calculated as the average price per litre across all active peacekeeping operations from the 2010/11 budget submissions. • An initial stock of spare parts.
	Profile 2	60 263	
	Profile 3	78 979	
Air transportation	Profile 1	142 002	• The operational fleet of 16 fixed-wing civilian aircraft and 16 rotary-wing aircraft (11 civilian and 5 military) is based on the UNMIS fleet at start up as an indicative mission. It should be noted that the size of the "normal" UNMIS fleet size is larger and that this represents only what is deployed in the first year. • The number of rotary-wing and fixed-wing aircraft is dependent on the mission area covered, and therefore increases significantly for the adjusted scenario. • Hourly rates (rental and operation), services, landing fees, insurance and petrol, oil and lubricants are based on actual costs. Average fuel costs are derived from prices provided across all peacekeeping budgets for 2010/11.
	Profile 2	142 002	
	Profile 3	142 002	
Communications	Profile 1	30 055	• Costs are based on initial investment costs associated with the establishment of the mission-wide communications network. The mission will be able to acquire the majority of its requirements from strategic deployment stocks and systems contracts within the first 12 months. • Requirements include the establishment of the satellite communications backbone comprising VSATs, repeaters and microwave links in each location; PABX telephone exchanges, VHF and UHF base stations for radio rooms; a mobile telecommunications system (MDTS), INMARSAT capabilities, VTC facilities and hand-held and vehicle-mounted radios for mission staff. The mission will also acquire rapidly deployable containerized broadcasting equipment. • Other recurrent communications costs include satellite transponder leases, United Nations Logistics Base shared lines and INMARSAT charges, and an initial stock of spare parts.
	Profile 2	33 779	
	Profile 3	39 598	

Expenditure class	Funding for profiles 1, 2 and 3 (Thousands of United States dollars)		Key elements of underlying cost structure
			• Contingent-owned equipment self-sustainment costs are based on actual memorandums of understanding for each type of contingent/unit and are based on numbers of uniformed personnel. • Public information: costs are based on the average of actual expenditure data at start-up phase across peacekeeping missions.
Information technology	Profile 1 Profile 2 Profile 3	9 763 13 090 16 230	• Requirements are based on initial investment costs associated with the establishment of the mission-wide information technology network. The mission will acquire the majority of its requirements from strategic deployment stocks and systems contracts within the first 12 months. • Calculations include the acquisition of computers and printers in line with standard ratios and the establishment of the mission information technology network, including servers, routers, switches, firewalls, storage area networks and wireless local area networks. • Other significant costs include costs for centralized information technology support services, licences and an initial stock of spare parts.
Medical	Profile 1 Profile 2 Profile 3	2 580 4 509 6 650	• Acquisition costs are derived from the average of cost data taken for the initial start-up phase of operations across peacekeeping missions as a percentage of total medical costs (29 per cent). • Medical services costs and ratios are based on standard ratios, which are based on numbers of uniformed and civilian personnel, hence increases in profiles 2 and 3. • Contingent-owned equipment self-sustainment costs are based on actual memorandums of understanding for each type of contingent/unit and are based on numbers of uniformed personnel.
Special equipment	Profile 1 Profile 2 Profile 3	1 188 2 374 3 543	• Acquisition costs are based on standard ratios and costs. The ratios are based on numbers of uniformed personnel, hence increases in profiles 2 and 3. • Contingent-owned equipment self-sustainment costs are based on actual memorandums of understanding for each type of contingent/unit and are based on numbers of uniformed personnel.
Other supplies, services and equipment	Profile 1 Profile 2 Profile 3	9 714 17 512 25 210	• Acquisition costs, personal protection gear and accoutrements, flags and decals are based on standard ratios and costs. The ratios are based on numbers of personnel, hence increases in profiles 2 and 3. • Freight is calculated at 20 per cent of the value of equipment given the increased logistical challenges.
Quick-impact projects	Profile 1 Profile 2 Profile 3	700 900 900	• Based on average actual expenditure across start-up operations, derived as 0.15 per cent of the total mission budget, with a ceiling of $900,000.
Subtotal, operational costs	**Profile 1** **Profile 2** **Profile 3**	**320 237** **399 583** **480 978**	
Gross requirements	**Profile 1** **Profile 2** **Profile 3**	**501 623** **738 267** **980 633**	

Annex XII

Indicative results-based budgeting framework for the support component of a mission under scenario II, with a profile of 10,000 uniformed personnel

Expected accomplishments	*Indicators of achievement*
1.1 Effective and efficient logistical, administrative and security support to the mission	1.1.1 Establishment of 1 headquarters and 5 regional offices 1.1.2 Recruitment and deployment of an average of 1,097 civilian personnel 1.1.3 100 per cent compliance with minimum operating security standards

Outputs

Military, police and civilian personnel

- Emplacement, of an average strength of 5,251 military contingent personnel, 120 military observers, 331 United Nations police officers and 641 formed police personnel
- Verification, monitoring and inspection of contingent-owned equipment and self-sustainment for the military and police personnel
- Administration of an average of 1,097 civilian staff, comprising 331 international staff, 642 national staff and 124 United Nations Volunteers
- Implementation of a conduct and discipline programme for all military, police and civilian personnel including training, prevention, monitoring and disciplinary action

Facilities and infrastructure

- Maintenance and repair of 21 premises throughout the mission area
- First year of a two-year construction programme in 21 locations, comprising 1 headquarters complex, 5 regional offices and 15 team sites
- Operation and maintenance of United Nations-owned and contingent-owned generators in 21 locations including the storage and supply of petrol, oil and lubricants

Ground transportation

- Operation and maintenance of 812 United Nations-owned vehicles, trailers and attachments
- Provision of fuel, oil and lubricants for United Nations-owned and contingent-owned vehicles

Air transportation

- Operation and maintenance of 16 fixed-wing and 16 rotary-wing aircraft, including 5 military-type aircraft
- Provision of fuel, oil and lubricants for air operations

Communications

- Support and maintenance of a satellite network consisting of 1 earth station hub to provide voice, fax, video and data communications
- Support and maintenance of 6 very small aperture terminal (VSAT) systems, 12 telephone exchanges and 30 microwave links
- Support and maintenance of 332 high frequency, 1,216 very-high frequency (VHF) and ultra-high frequency (UHF) repeaters and transmitters

Information technology

- Support and maintenance of 19 servers, 827 desktop computers, 274 laptop computers, 275 printers and 96 digital senders in 21 locations
- Support and maintenance of 28 local area networks and wide area networks for 1,300 users in 21 locations
- Support and maintenance of the wireless area network

Medical

- Operation and maintenance of 14 level-I clinics (6 civilian and 8 military) and 2 level-II clinics
- Maintenance of mission-wide land and air evacuation arrangements for all United Nations locations, including to level-III hospitals in 2 locations
- HIV voluntary confidential counselling and testing facilities for all mission personnel
- HIV sensitization programme, including peer education, for all mission personnel

Security

- Provision of security services 24 hours a day, 7 days a week throughout the mission area
- 24-hour close protection to senior mission staff and visiting high-level officials
- Residential security guidance on minimum operating residential security standards and site assessments provided to 163 residences
- Conduct of a total of 52 information sessions on security awareness and contingency plans for all mission staff

External factors

Suppliers will be able to supply goods and services as contracted